

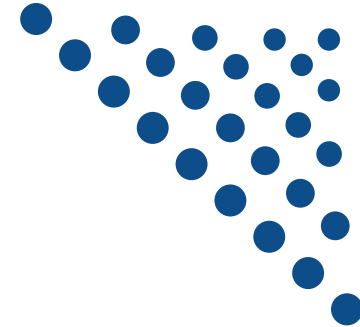


Osher Lifelong Learning Institute, Winter 2022
Contemporary Economic Policy

Dartmouth College
April-May, 2023

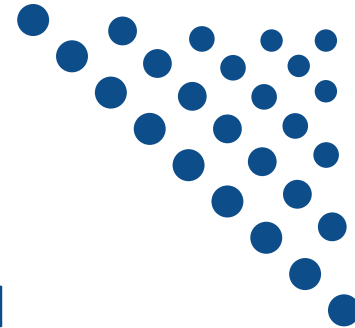
Host: Jon Haveman, Ph.D.
National Economic Education Delegation

Available NEED Topics Include:



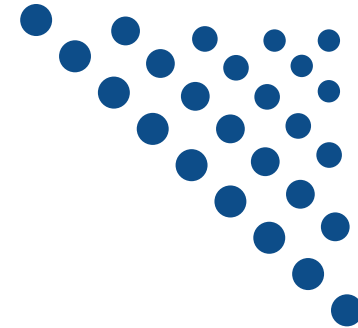
- US Economy
- Healthcare Economics
- Climate Change
- Economic Inequality
- Economic Mobility
- Trade and Globalization
- Minimum Wages
- Immigration Economics
- Housing Policy
- Federal Budgets
- Federal Debt
- Black-White Wealth Gap
- Autonomous Vehicles
- Healthcare Economics

Submitting Questions



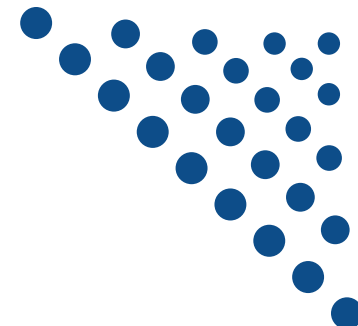
- **Please submit questions in the chat, or by raising your digital “hand.”**
 - I will try to handle them as they come up.
- **We will do a verbal Q&A once the material has been presented.**
- **Slides will be available from the NEED website tomorrow (https://needecon.org/delivered_presentations.php)**
- **PLEASE NOTE THE NEW URL: [NEEDEcon.org](https://needecon.org)**

Course Outline



- **Contemporary Economic Policy**

- Week 1 (4/3): US Economic Update (Geoffrey Woglom, Amherst College)
- Week 2 (4/10): Monetary Policy (Geoffrey Woglom)
- Week 3 (4/17): Healthcare Economics (Jon Haveman, NEED)
- **Week 4 (4/24): Trade and Globalization (Alan Deardorff, University of Michigan)**
- Week 5 (5/1): Trade Deficits and Exchange Rates (Alan Deardorff)
- Week 6 (5/8): Cryptocurrencies (Jon Haveman)



Trade and Globalization

Alan V. Deardorff
University of Michigan

Presentation to Dartmouth College
April 24, 2023

THE WALL STREET JOURNAL.



ECONOMY

Economic Blacklist of Russia Marks New Blow for Globalization

Postwar vision of harmonious world trade was already under pressure; invasion of Ukraine risks further economic fragmentation

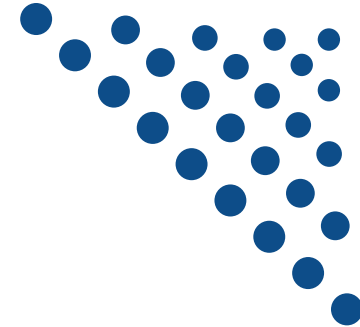
March 10, 2022



Impact of Russia-Ukraine War

- **How Russia-Ukraine war impacts globalization**
 - War itself disrupts trade, especially exports of
 - Ukraine: wheat
 - Russia: wheat, oil
 - Economic sanctions by governments disrupt
 - Financial linkages
 - Trade
 - Private companies stop dealing with Russia

Impact of Russia-Ukraine War

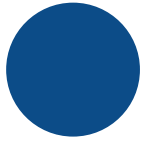


- **Financial sanctions by US, EU, UK, and others**
 - Frozen foreign-held assets of individuals, Putin and dozens of others
 - Restrictions on Russia's Central Bank's use of international reserves
 - Several Russian banks removed from the Swift international payments system
 - Cut off many Russian banks from transactions and operations
 - Long list of Russian companies banned or restricted
 - Possible restrictions on Russia borrowing from IMF and World Bank

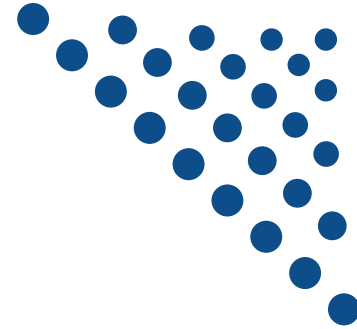


Impact of Russia-Ukraine War

- **Trade sanctions by governments**
 - Oil and other energy
 - Germany puts Nord Stream 2 gas pipeline on hold
 - US bans from Russia
 - UK to phase out Russian oil by end of 2022
 - EU to become independent from Russia by 2030
 - EU bans steel imports from Russia
 - US restricts exports to Russia, especially technology and military; later also to Belarus; later also luxury goods
 - EU and UK impose export restrictions similar to US
 - Ban on Russian air carriers by Canada, EU, US, UK
 - G-7 to revoke Russia's most favored nation status
 - Permits them to raise tariffs on Russian goods



Russia Sanctions, Gov't

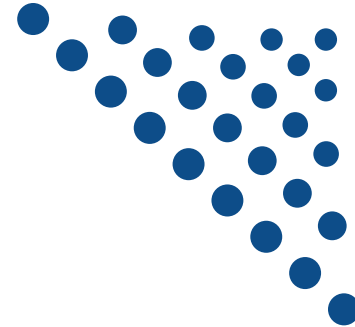


Countries		
Australia	Iceland	Singapore
Bahamas	Italy	Switzerland
Canada	Japan	Taiwan
EU	New Zealand	UK
Finland	Norway	US
France	Poland	
Germany	S Korea	

Source: Funakoshi et al,
"Updated July 7, 2022" but
includes from July 29

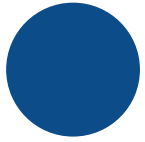


Russia Sanctions, Gov't

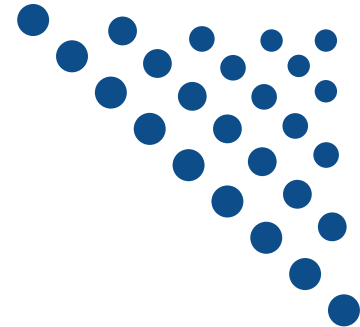


Russian Targets							
Airlines	2		Generals	1		Oligarchs	23
Banks	9		Government	1		Retail	1
Cnt. Banks	5		Lawmakers	2		Ships	5
Commodity	1		Lux. goods	1		Sv wlth fnd	1
Companies	19		Media	2		Tax service	1
Economy	3		Mil. Comps.	14		Tech	1
Entities	3		Mining	2		Transit	1
Finance	1		Oil	2			
Gas	1		Oil imports	6			

Source: Funakoshi et al,
"Updated July 7, 2022" but
includes from July 29



Russia Sanctions, Gov't



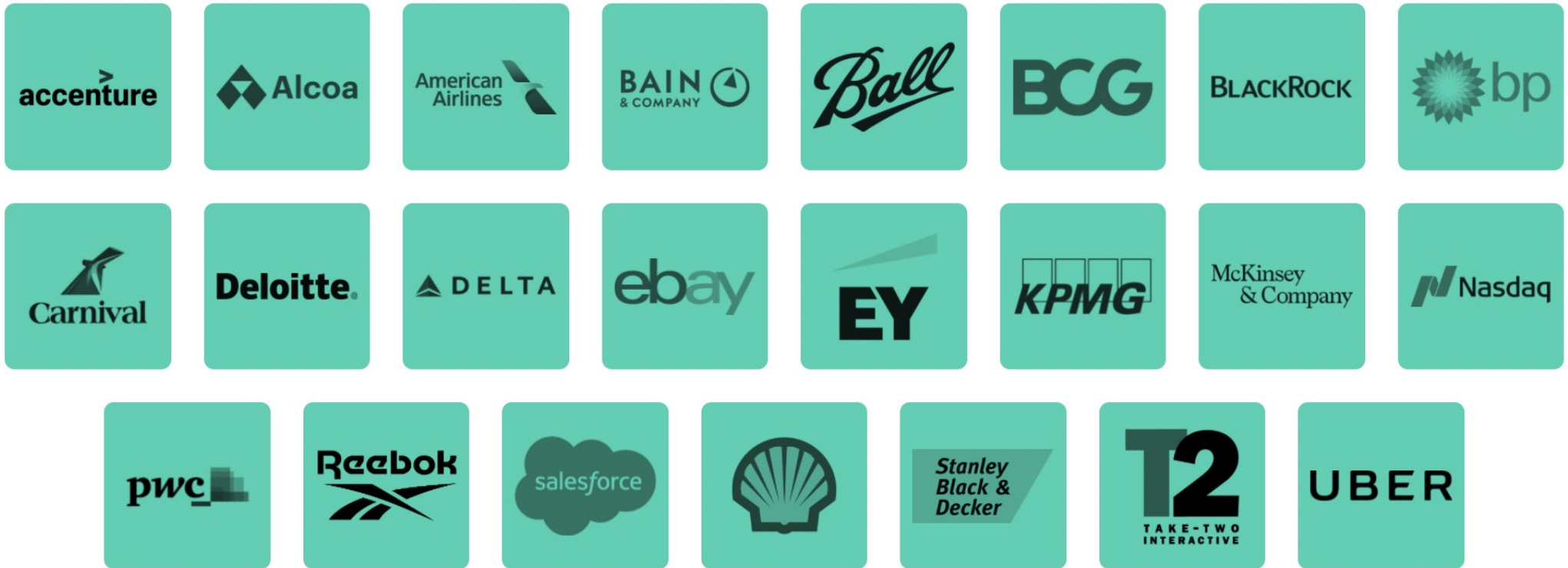
- Countries announcing they would not use sanctions against Russia:

NOT using sanctions	
India	Feb 24
Mexico	Mar 1
Brazil	Mar 1
China	Mar 2
Argentina	Mar 4
Indonesia	Mar 9
Turkey	Mar 13
S Africa	Mar 17
Serbia	Apr 21

Source: Bown

Leaving Russia

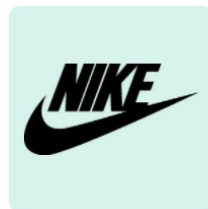
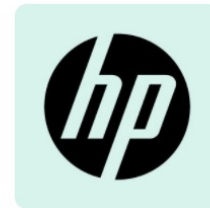
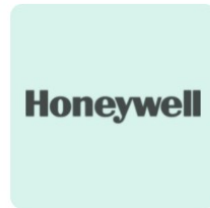
253 companies, including ...



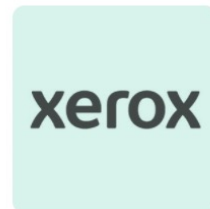
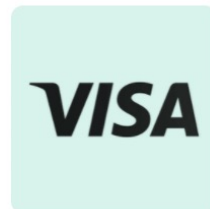
Source: New York Times, April 7, 2022

Suspending activity

248 companies, including ...



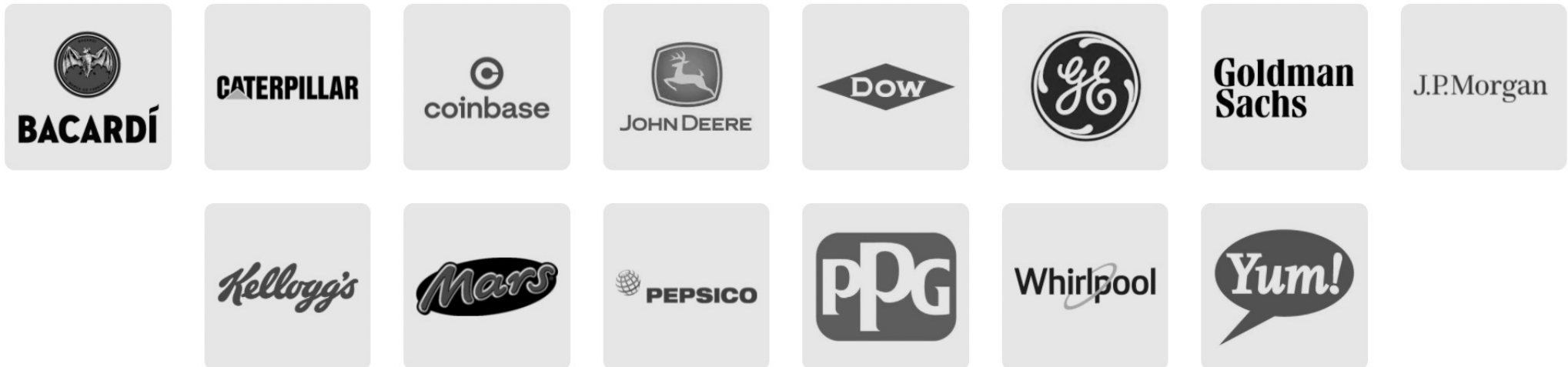
Sold all stores May 20. Stores will operate under new brand.



Source: New York Times, April 7, 2022

Scaling back activity


75 companies, including ...



Source: New York Times, April 7, 2022

Halting investments

96 companies, including ...


 **Abbott**

 AmerisourceBergen

Baker Hughes 

 **Cargill**

 **COLGATE-PALMOLIVE**

CREDIT SUISSE 

DANONE

Johnson & Johnson

Mondelēz
International

P&G

SIEMENS

 **Unilever**

Source: New York Times, April 7, 2022

Staying the course

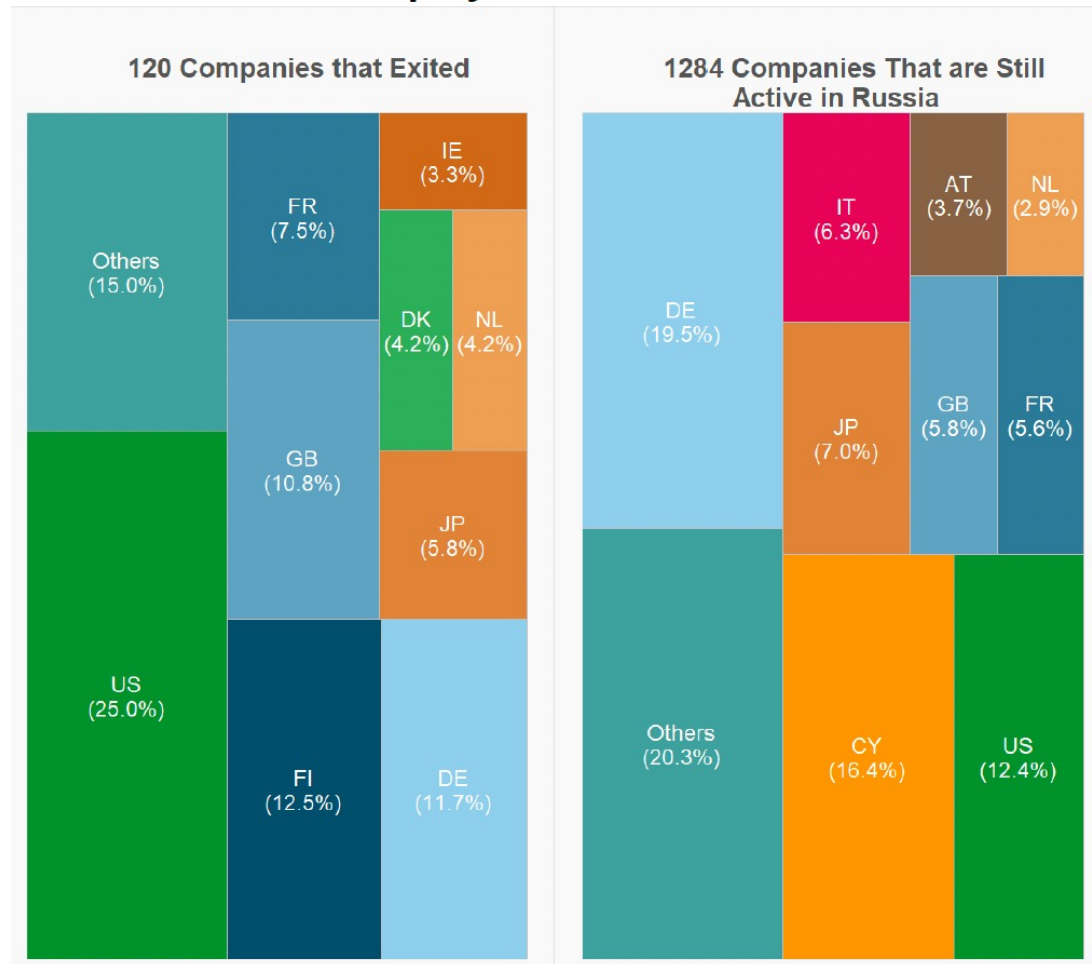
162 companies, including ...



Source: New York Times, April 7, 2022

Country of origin of EU and G7 Companies with an Equity Stake in Russia

But...
Recent study reports:
“Less Than Nine Percent of Western Firms Have Divested from Russia”



Source: Evenett and Pisani, December 20, 2022

The New York Times, March 2, 2023:

***Leave Russia? A Year Later Many
Companies Can't, or Won't.***

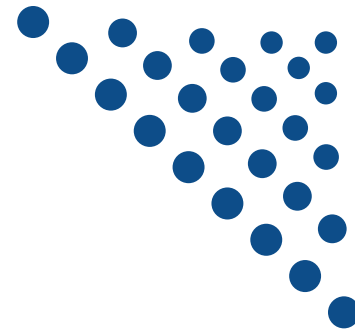
Not all Western companies packed up and left Russia after its invasion of Ukraine. Some say Moscow has tied their hands, while others choose to stay put.



Effect of Sanctions

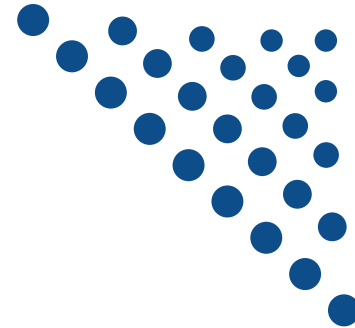
- **Will they stop Russia?**
 - Clearly no
 - Sanctions in the past have only sometimes worked
- **Will they reduce trade?**
 - They did
 - But Russia's role in trade is not large in most products
 - Short-term effects are greater from the war itself

Outline

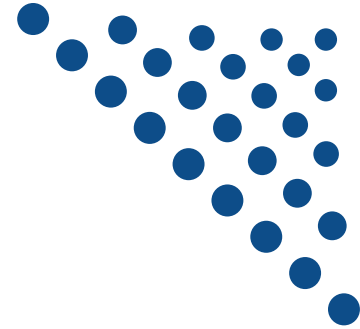


- **What is Globalization?**
- **Pros and Cons of Trade**
- **Trade Policies**
- **The Role of Trade Agreements & WTO (if time)**

What Globalizations Is



- **Growth over time of many economic interactions between countries**
 - Trade
 - Global Value Chains
 - Foreign Direct Investment
 - Financial Flows
 - International Travel
 - Migration
- **I will focus here on trade**



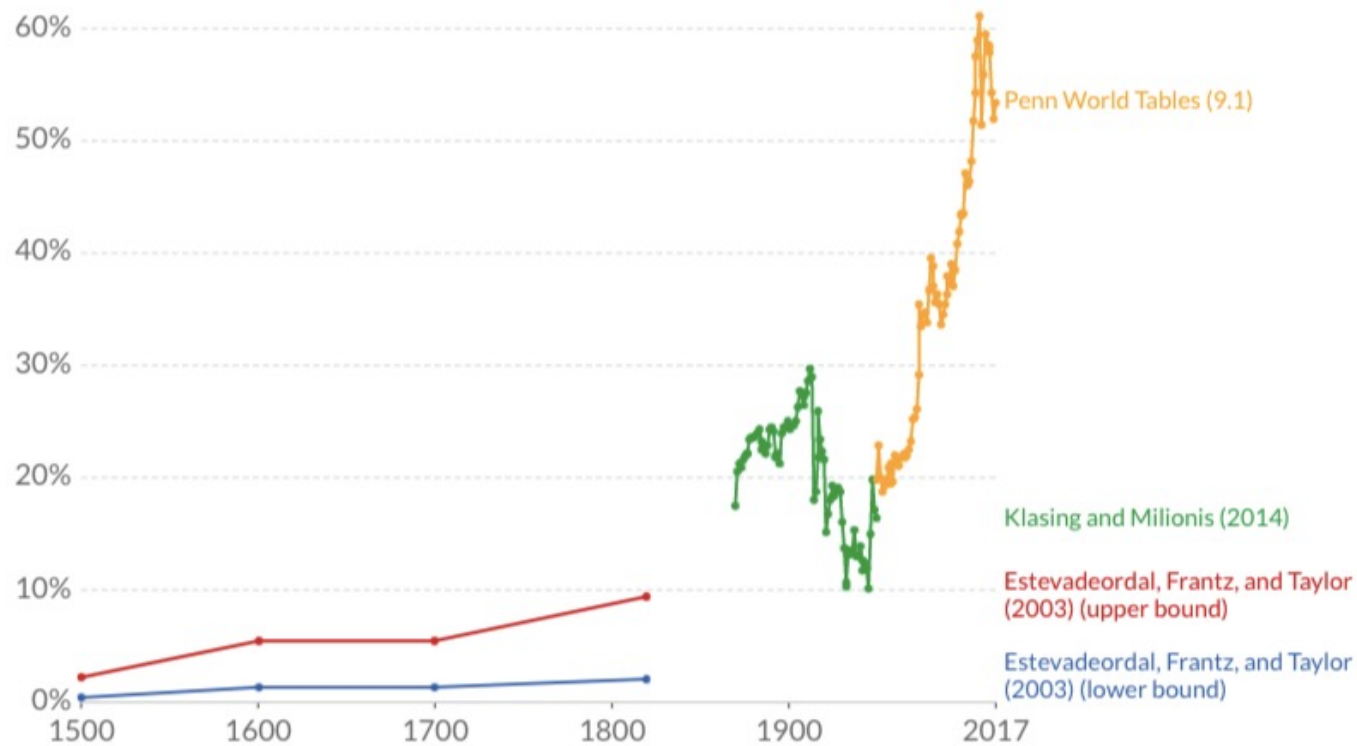
Trade



NATIONAL ECONOMIC
EDUCATION DELEGATION

Globalization over 5 centuries

Shown is the "trade openness index". This index is defined as the sum of world exports and imports, divided by world GDP. Each series corresponds to a different source.



Source: Estevadeordal, Frantz, and Taylor (2003), Klasing and Milionis (2014), Feenstra et al. (2015) Penn World Tables 9.1

CC BY

Value of exported goods as share of GDP

Estimates correspond to merchandise export-to-GDP ratios.

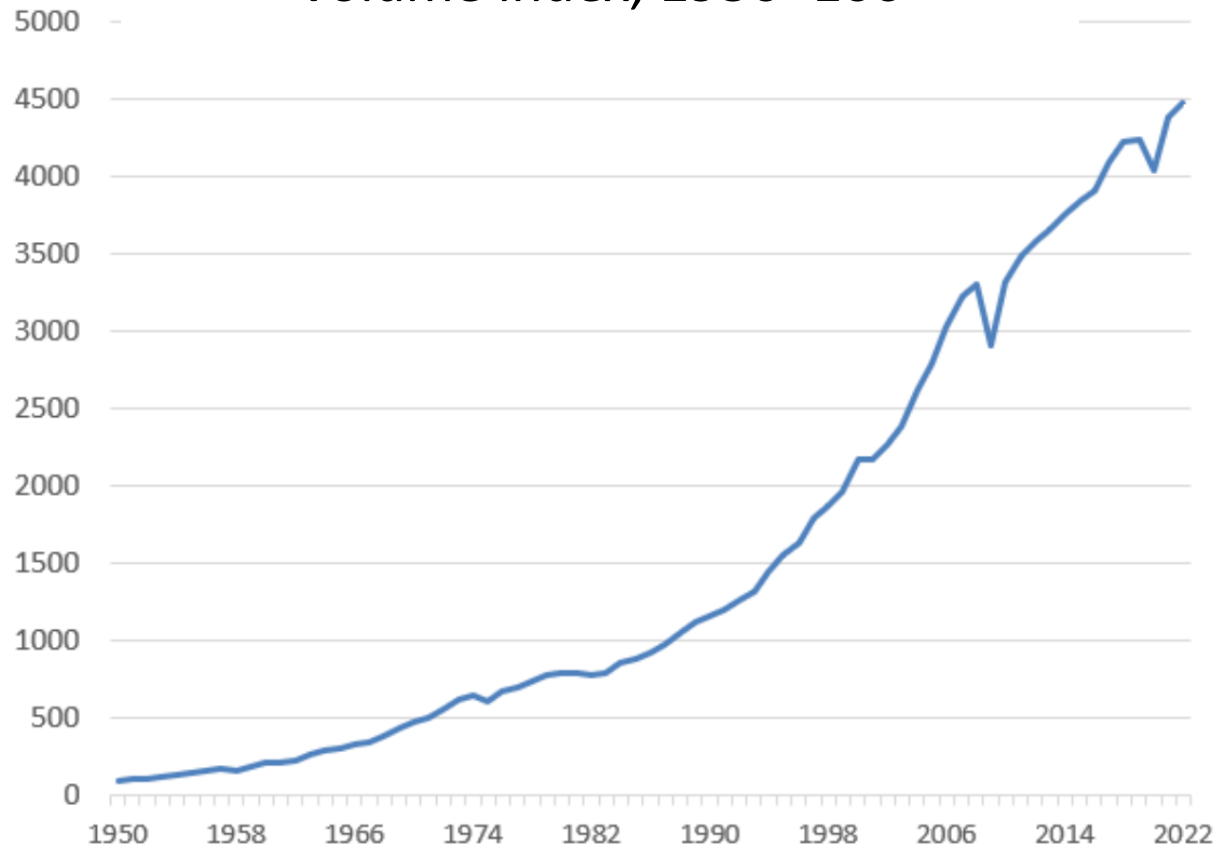


Source: Fouquin and Hugot (CEPII 2016)

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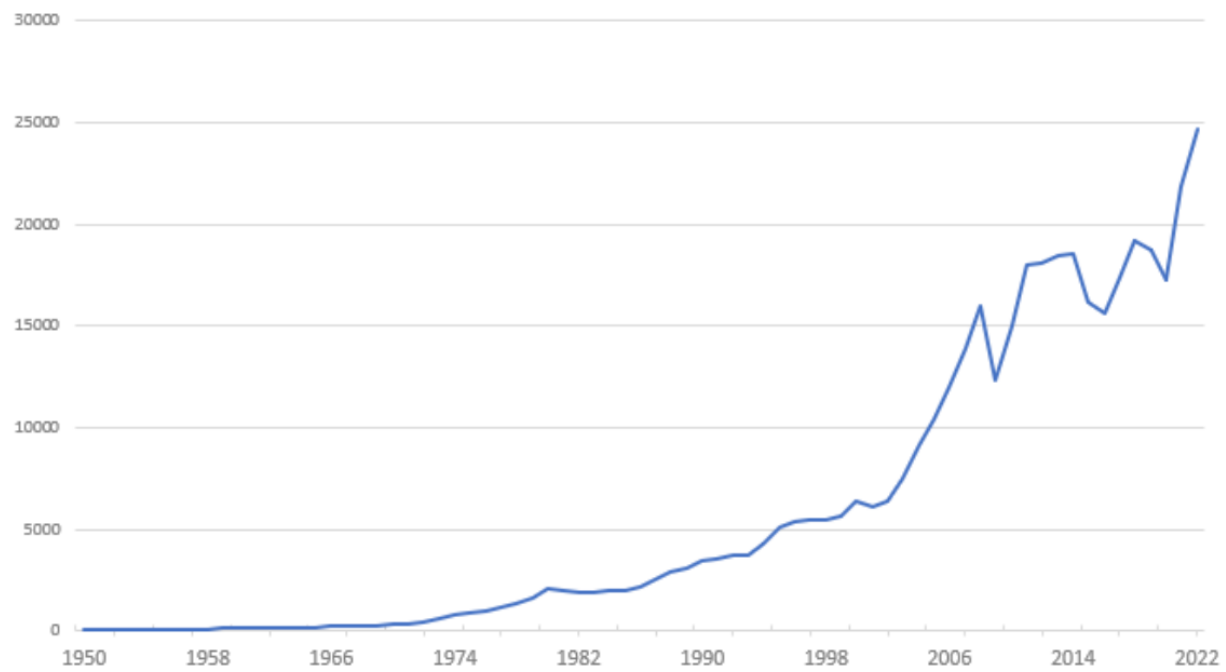
Evolution of World Trade, 1950-2022

Volume index, 1950=100



Source: WTO

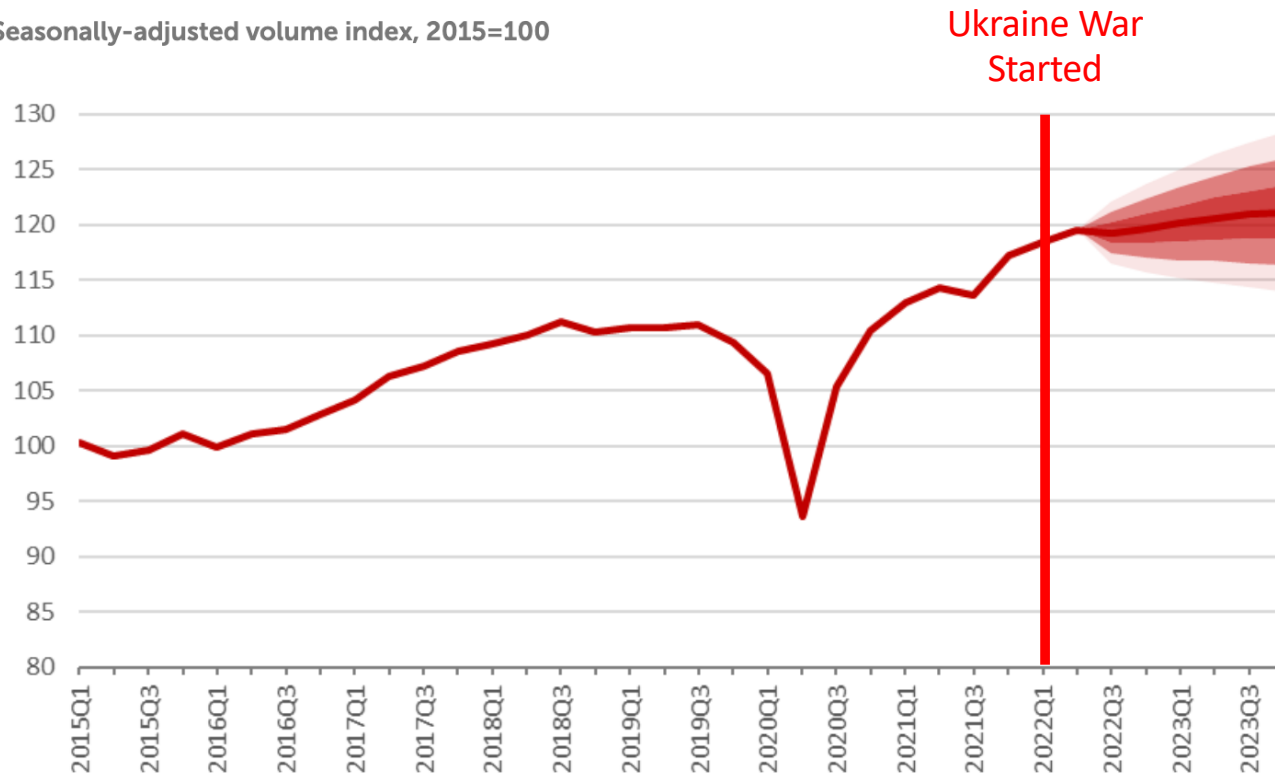
Evolution of World Trade, 1950-2022 Values, Billion USD



Source: WTO

Chart 1: Volume of world merchandise trade, 2015Q1-2023Q4

Seasonally-adjusted volume index, 2015=100



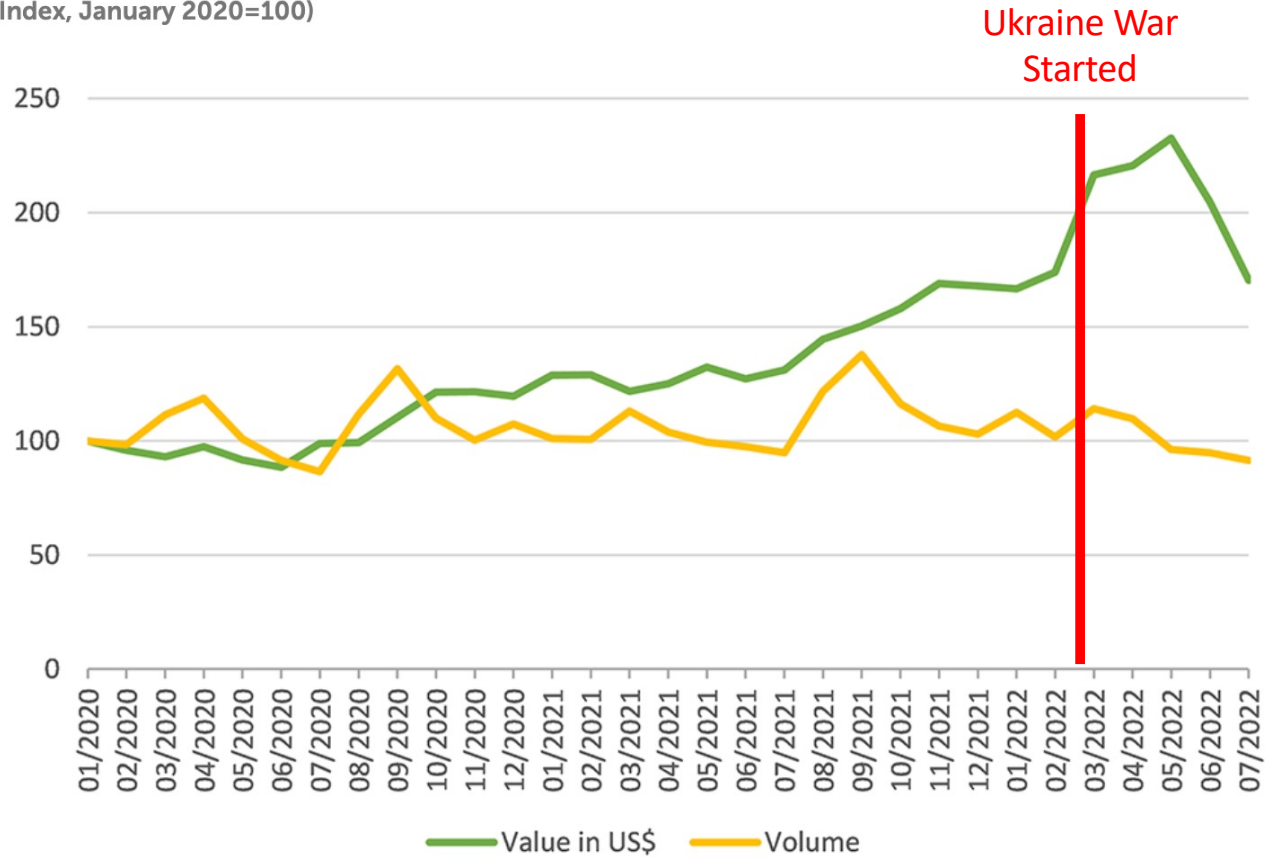
Note: Each shaded region represents a +/-0.5 standard error band around the central forecast.

Source: WTO
10/5/22

Source: WTO and UNCTAD, WTO Secretariat estimates.

Chart 3: Estimated value and volume of world trade in wheat, January 2020 - July 2022

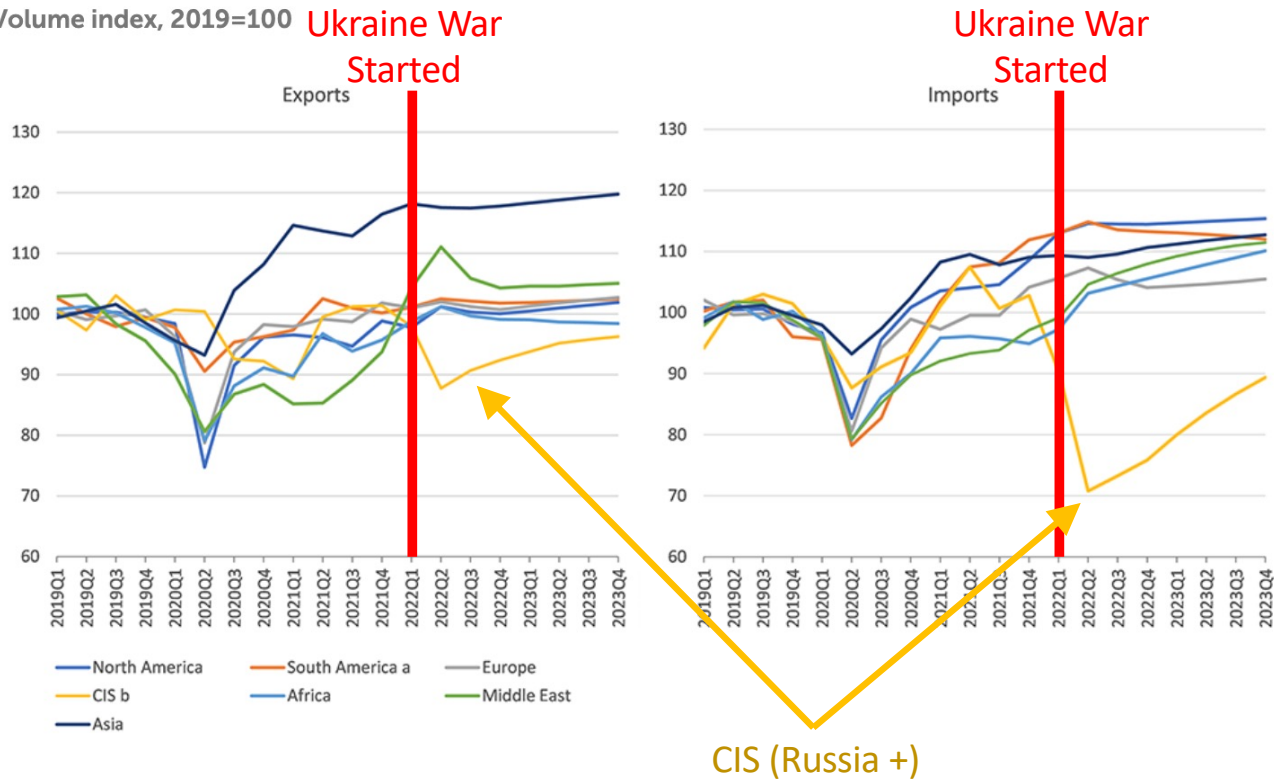
(Index, January 2020=100)



Source: WTO
10/5/22

Chart 4: Merchandise exports and imports by region, 2019Q1-2023Q4

Volume index, 2019=100

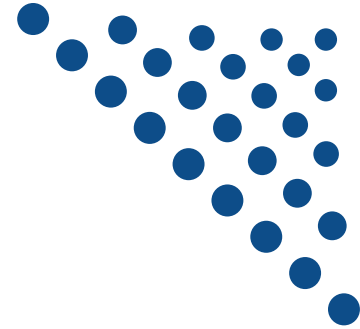


a. Refers to South and Central America and the Caribbean.

b. Refers to the Commonwealth of Independent States, including certain associate and former member States.

Source: WTO and UNCTAD.

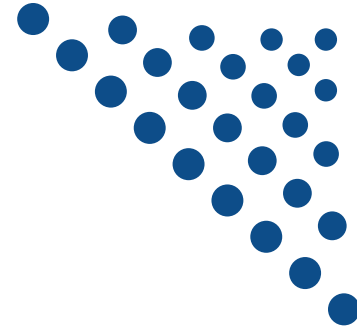
Source: WTO
10/5/22



Global Value Chains

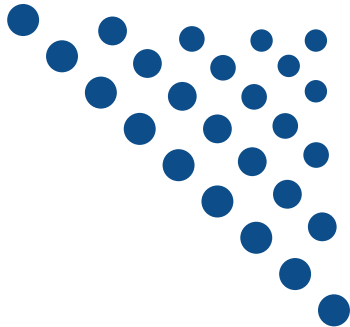


Effects on Economies

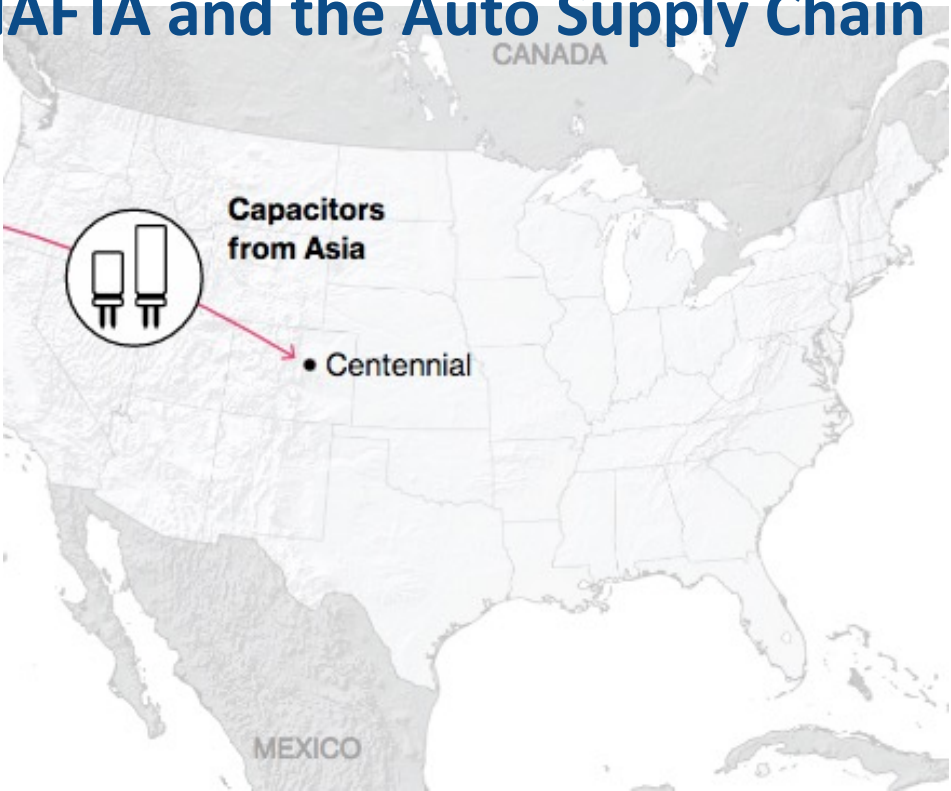


- **Supply Chains**

- Globalization has created long and complex international supply chains

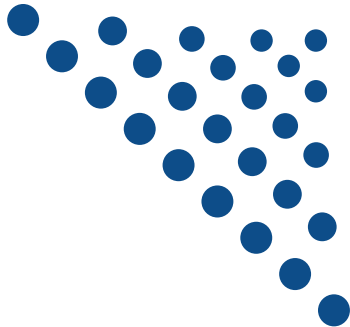


NAFTA and the Auto Supply Chain

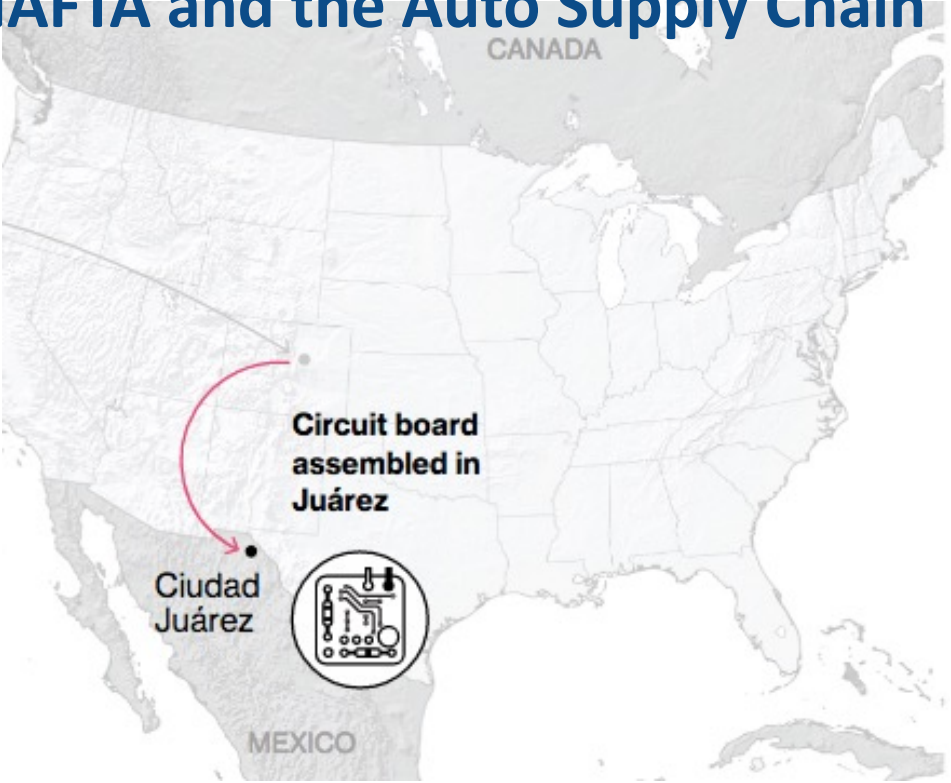


Black, Diamond, and Merrill, "One Tiny Widget's Dizzying Journey Shows Just How Critical Nafta Has Become," *Bloomberg*, February 2, 2017.



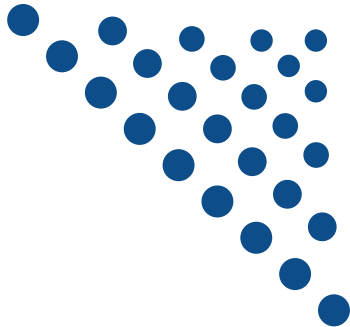


NAFTA and the Auto Supply Chain

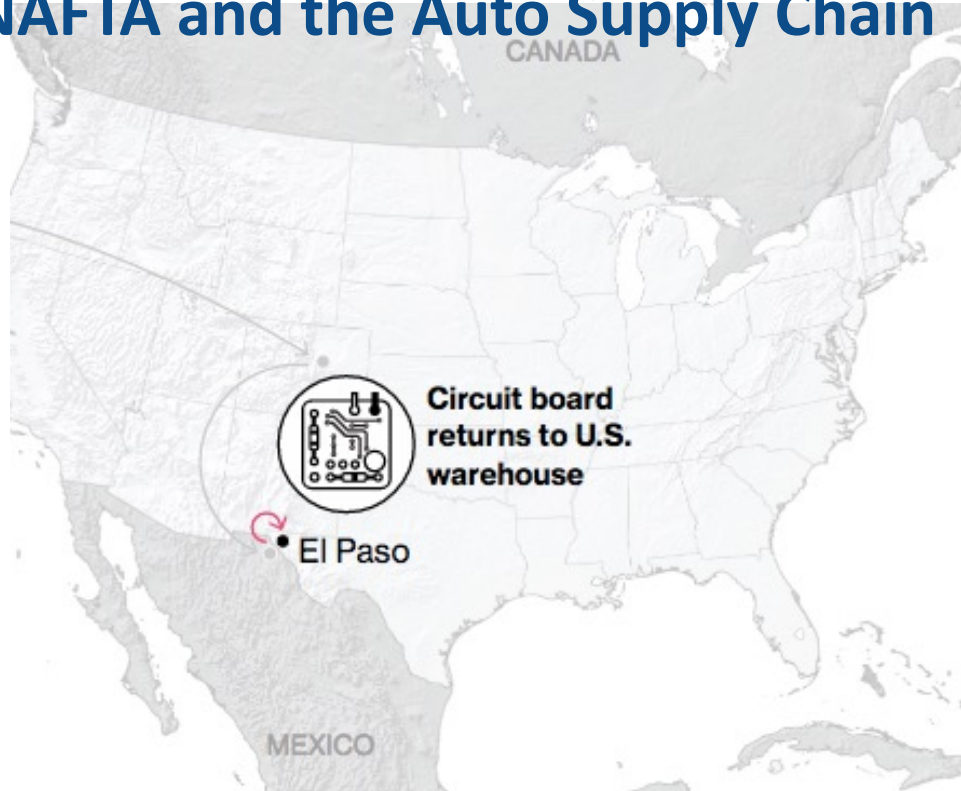


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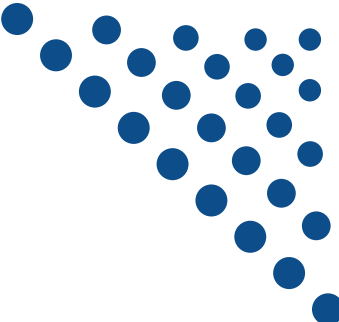
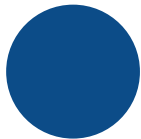


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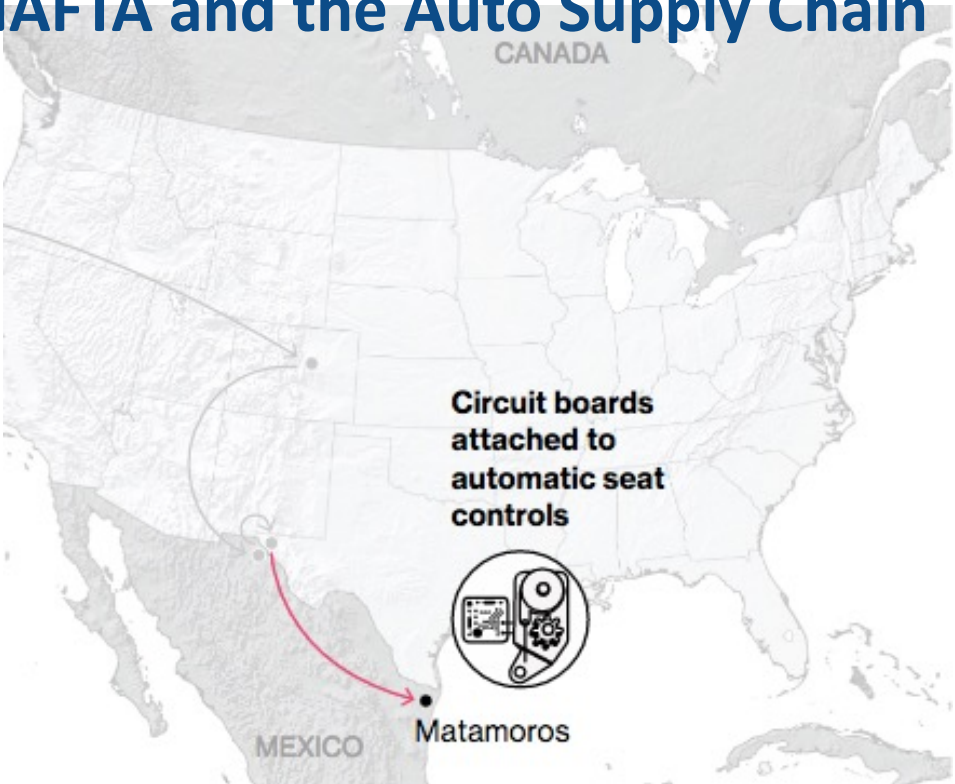


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NAFTA and the Auto Supply Chain

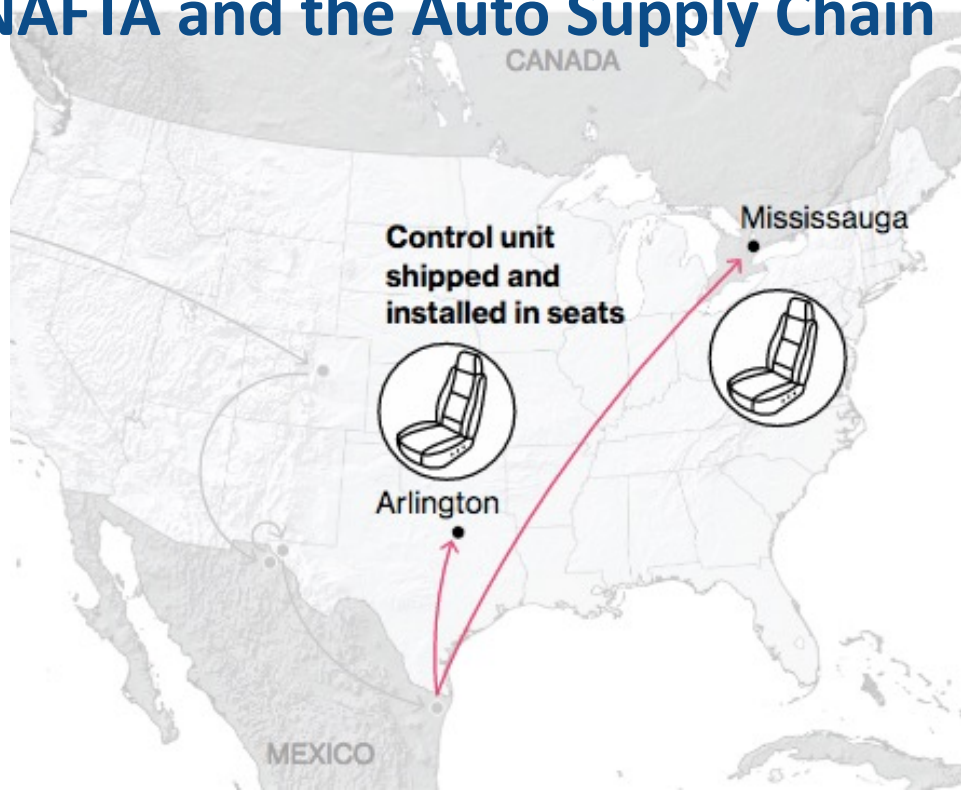


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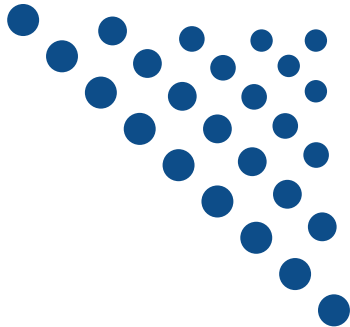


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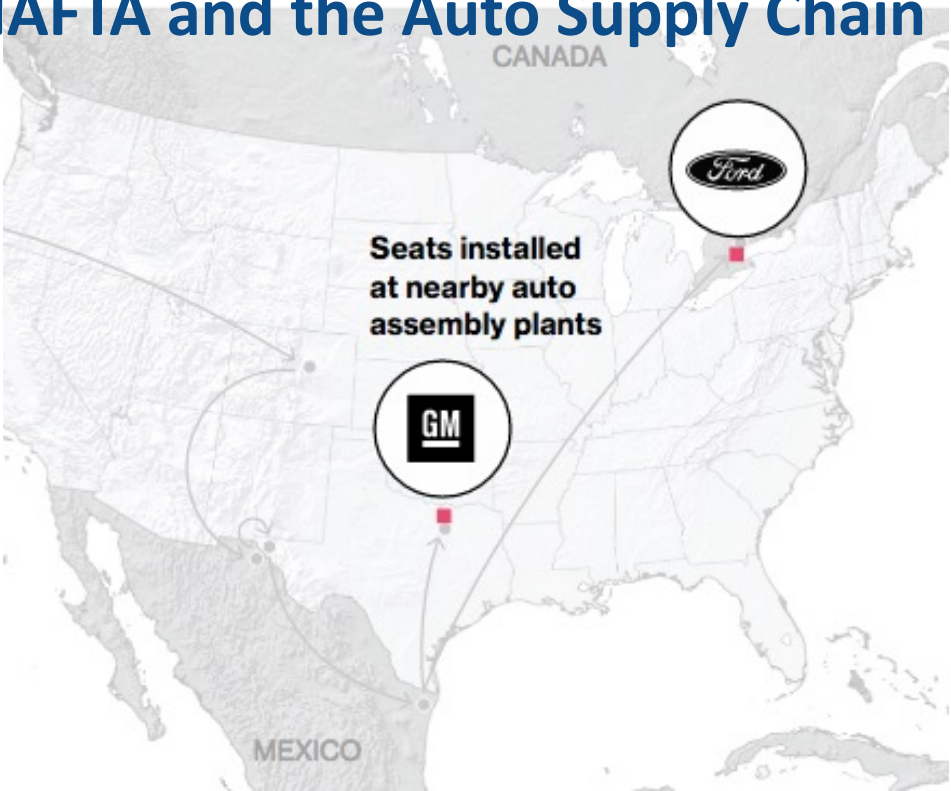


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NAFTA and the Auto Supply Chain

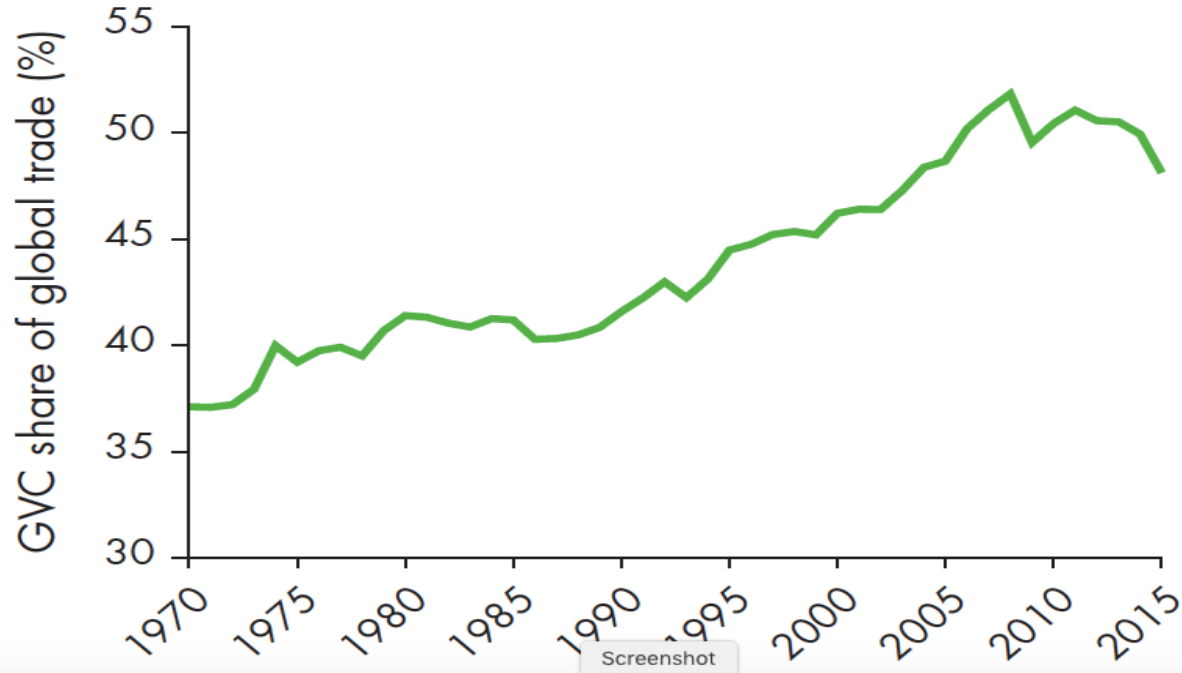


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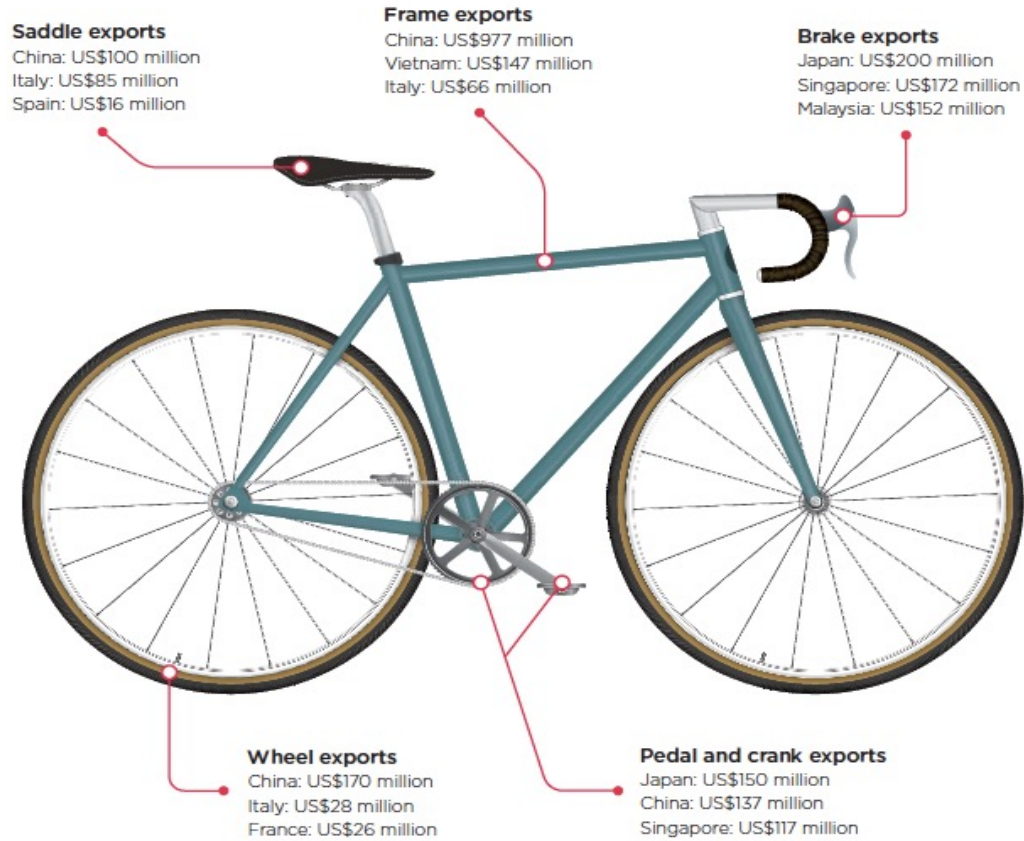
Growth of Global Value Chains, 1970-2015

Figure 1.2 GVC trade grew rapidly in the 1990s but stagnated after the 2008 global financial crisis



Source: World Development Report 2020

Figure 1.1 Where do bicycles come from?



- Countries mentioned:
- China
 - France
 - Italy
 - Japan
 - Malaysia
 - Singapore
 - Spain
 - Vietnam

Source: World Development Report 2020

Supply Chains

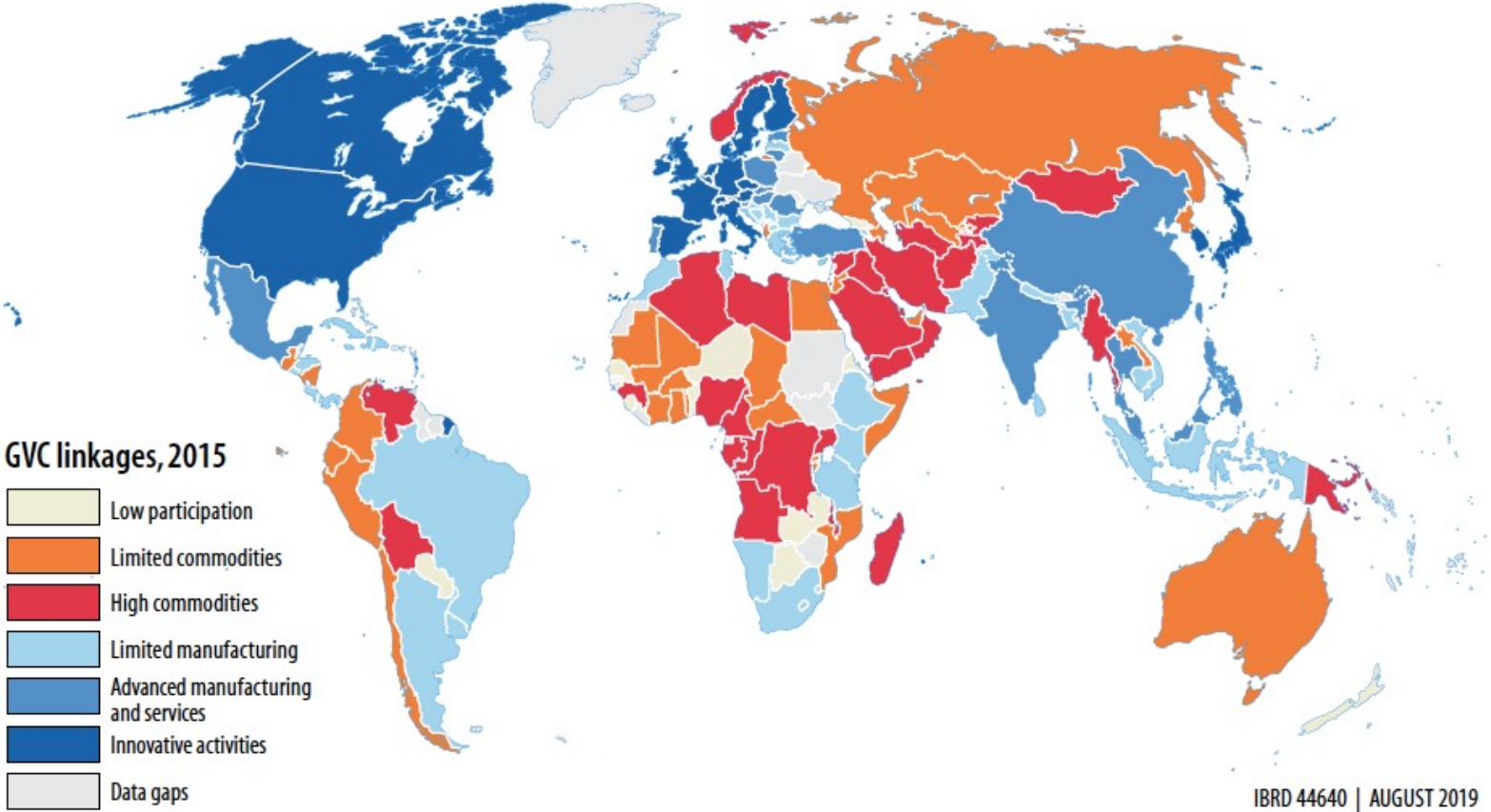


- **Example: The iPhone assembled in China from parts:**

Part	Come from
Accelerometers	Germany, the US, South Korea, China, Japan, and Taiwan.
Audio chips	US, UK, China, South Korea, Taiwan, Japan, and Singapore.
Batteries	Samsung (South Korea), which has factories in eighty countries.
Cameras	Qualcomm (US) and Sony (Japan), both with plants in many countries
Chips for 3G/4G/LTE networking	Qualcomm (US)
Compasses	AKM Semiconductor (Japan) with plants in the US, France, England, China, South Korea, and Taiwan.
Glass screen	Corning (US) with plants in twenty-six countries.
Gyroscopes	Switzerland
... and many more	

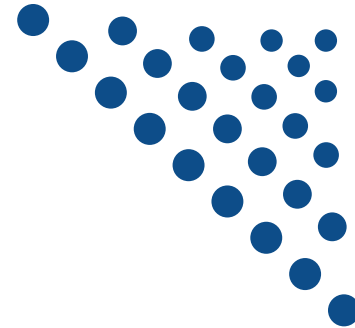
Source: Krueger 2020, International Trade (What Everyone Needs to Know), p. 254

Map 1.1 All countries participate in GVCs—but not in the same way

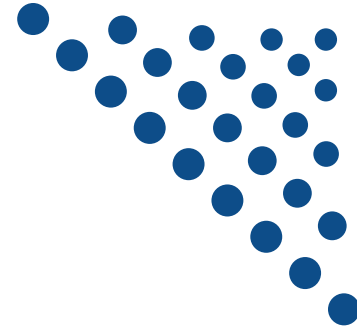
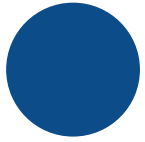


Source: World Bank

Pros and Cons of Globalization



- **Pros and Cons of Globalization**
 - Gains from Trade
 - Theory of Comparative Advantage
 - Other Sources of Gain from Trade
 - Costs of Trade

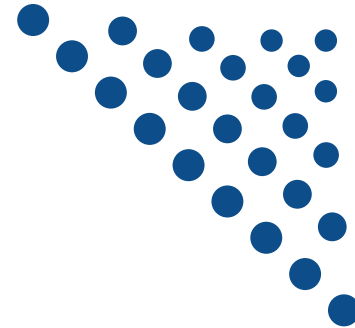


Gains from Trade

Theory of Comparative Advantage

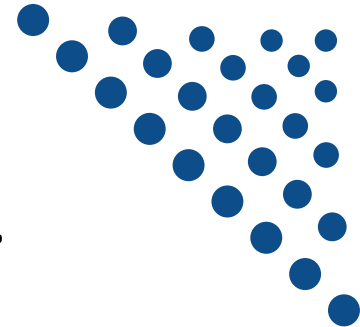
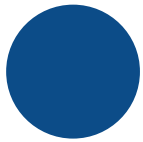


Comparative Advantage



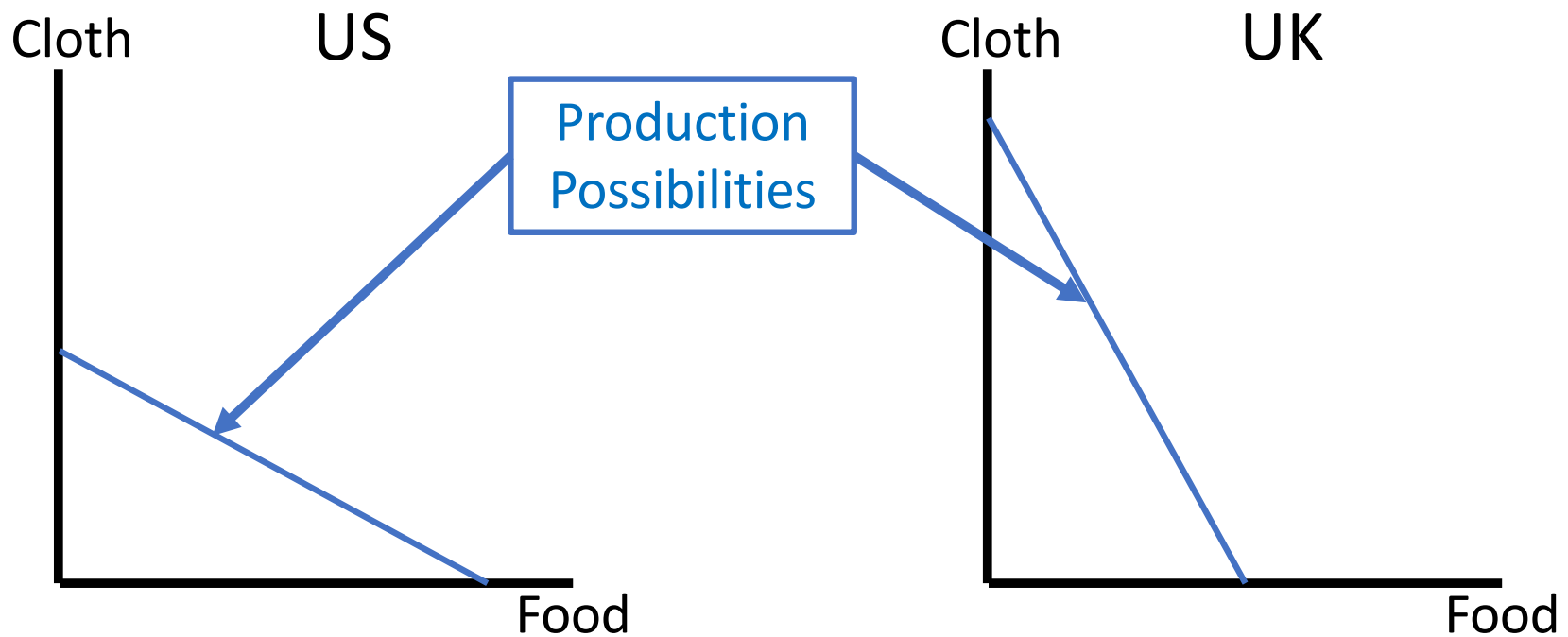
- **The Theory of Comparative Advantage says:**
 - Countries can gain,
 - By producing
 - More than they need of what they do relatively best, and
 - Less than they need of what they do relatively worst
 - And exporting the extra to other countries in exchange for what they need
 - By doing that, ALL countries can
 - Get more of everything, if that's what they want, and therefore
 - Gain from trade
- **Illustration with a graph of just 2 countries & 2 goods**





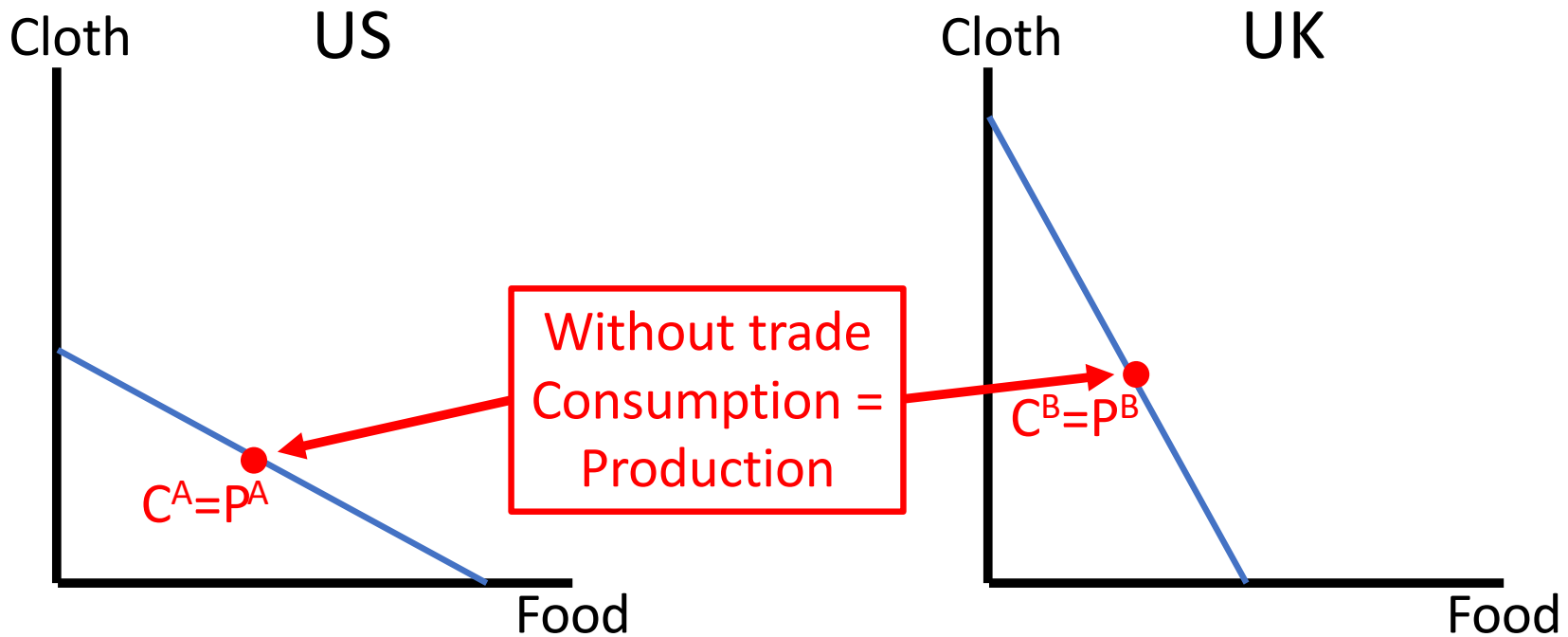
Comparative Advantage

If US & UK differ in what they can produce...



Comparative Advantage

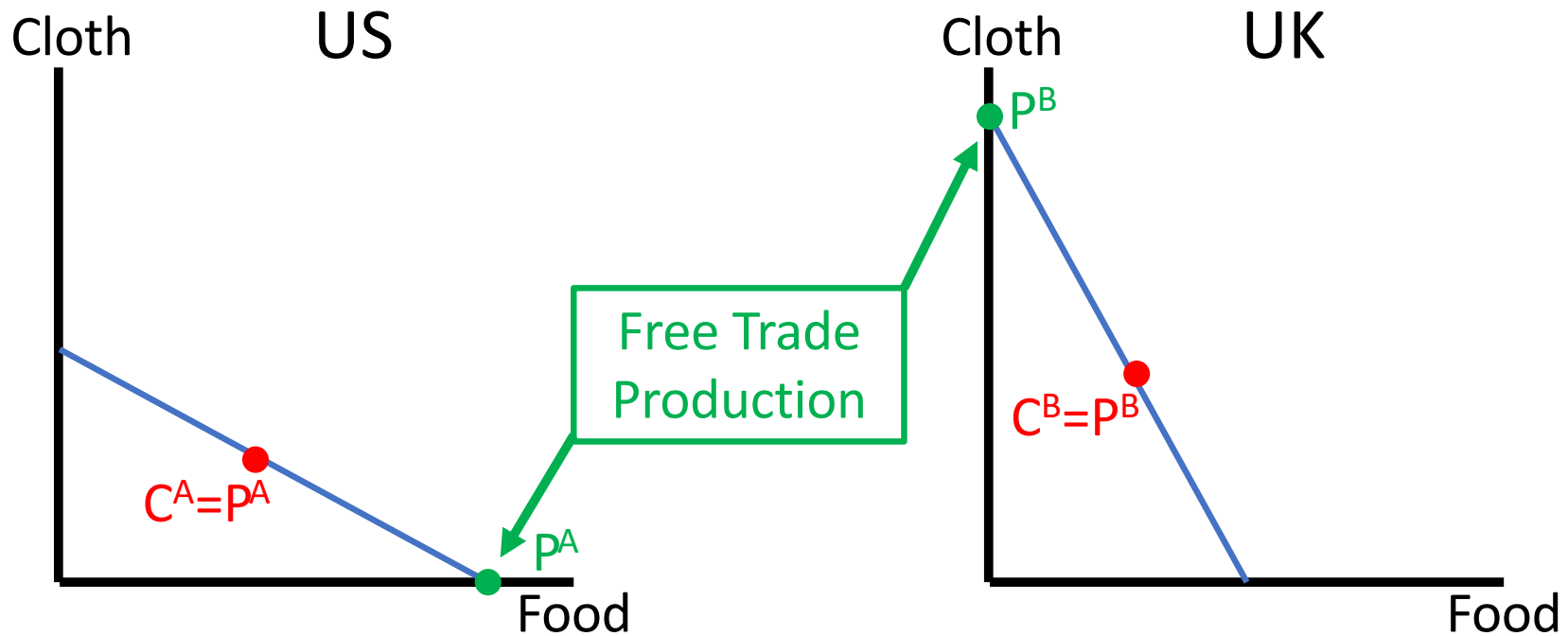
... Without trade, their consumption will also differ...





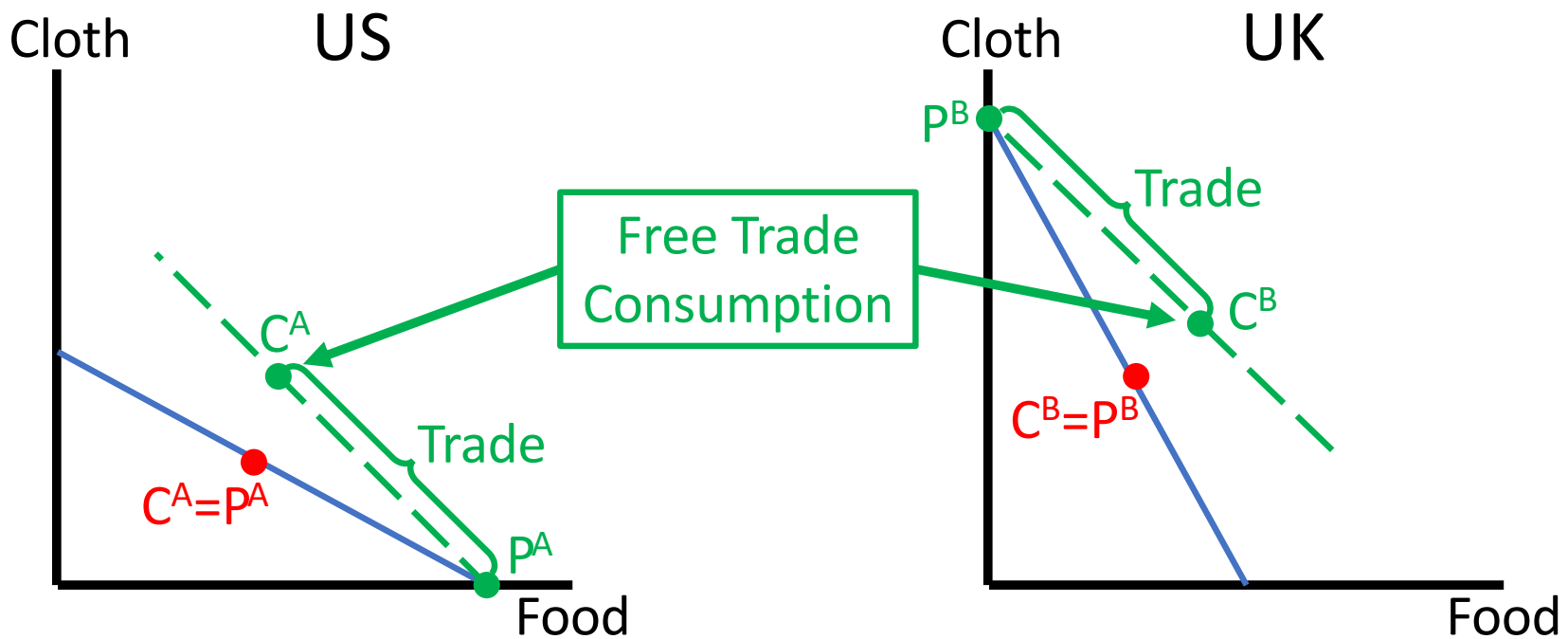
Comparative Advantage

... With free trade, they specialize in what they do best...



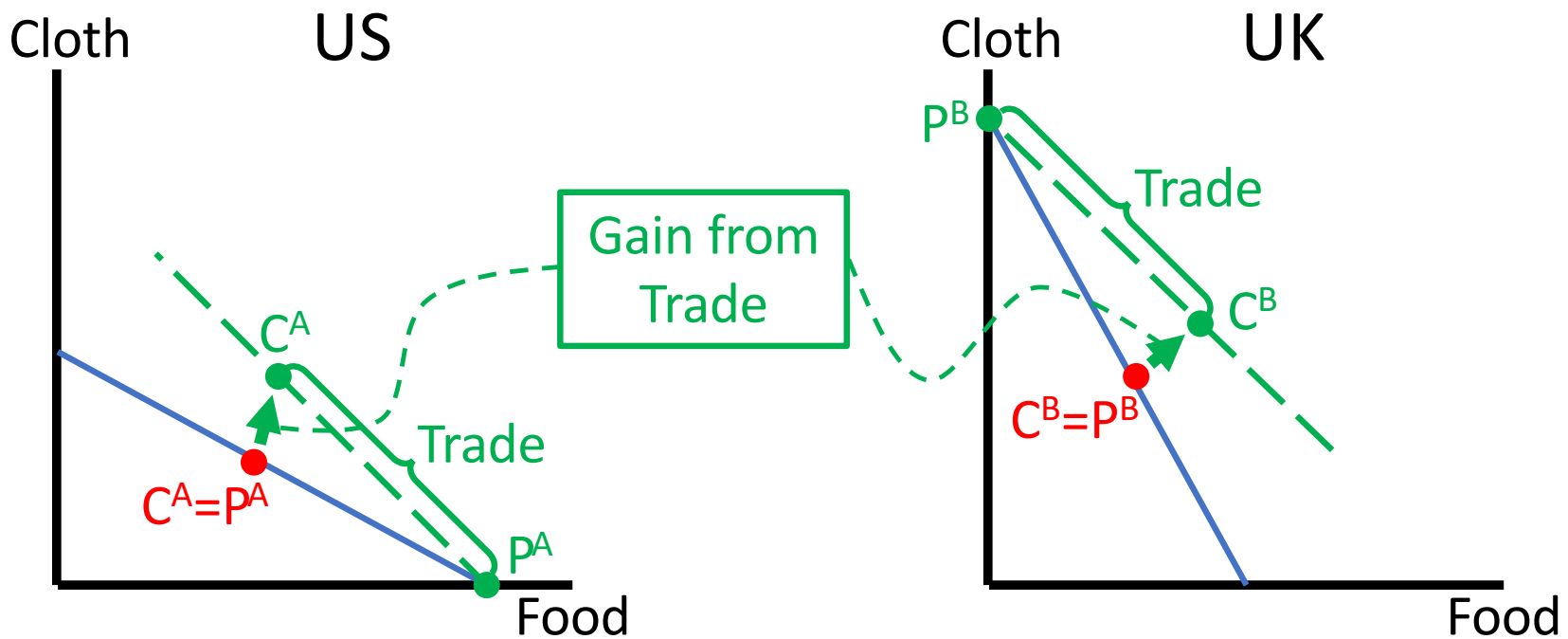
Comparative Advantage

... And can consume more by trading.



Comparative Advantage

Thus countries both Gain from Trade

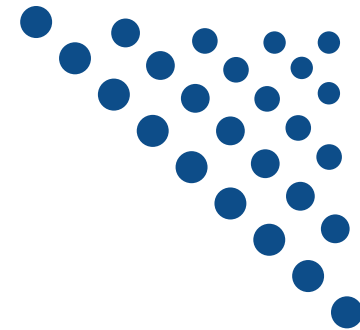
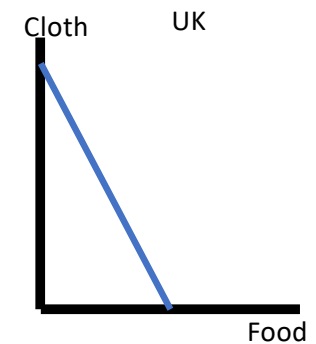
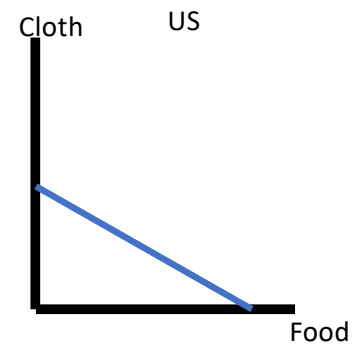


Sources of Comparative Advantage

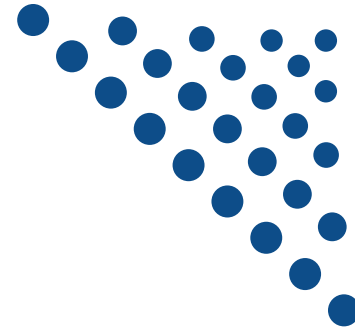
- Differences in countries' production possibilities

- These are due to differences in

- Resources
 - Labor
 - Land
 - Capital
- Technologies (know-how)



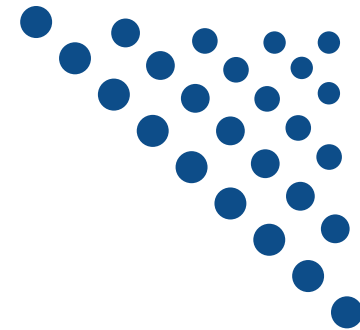
Generality of Comparative Advantage



- **The Theory of Comparative Advantage requires:**
 - “Perfect competition” (i.e., all buyers and sellers are very small)
 - Absence of market “distortions” (externalities, etc.)
 - i.e., reasons why supplies and demands don’t reflect true costs and benefits
- **The Theory of Comparative Advantage does not require:**
 - Any limit on numbers of goods, factors, and countries
 - That only final goods are traded (thus consistent with supply chains)
 - That factors (labor, capital) be immobile between countries
 - (However, the gains from trade then accrue to countries including their mobile-factor owners.)

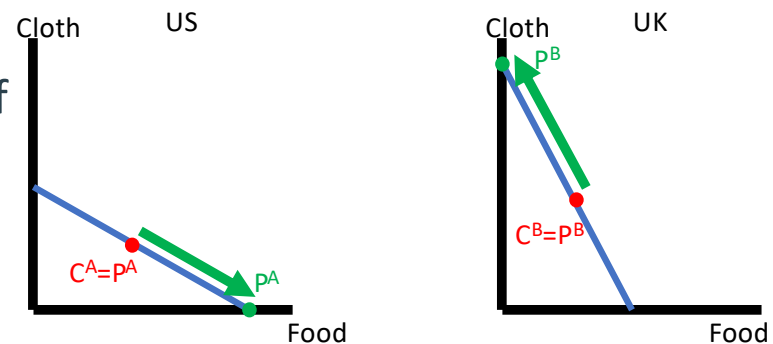


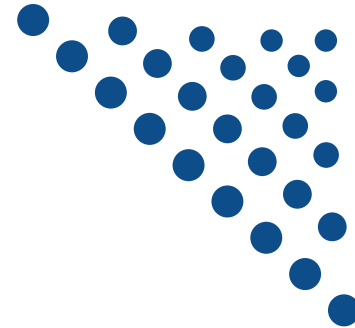
Generality of Comparative Advantage



• But note:

- Nothing in the theory says that everyone in each country gains
- Opening to trade requires
 - Some industries to shrink or disappear while others expand
 - Firms and workers in shrinking industries
 - Certainly lose during the transition
 - May be permanently worse off
 - In example, losers are producers of
 - Cloth in US
 - Food in UK

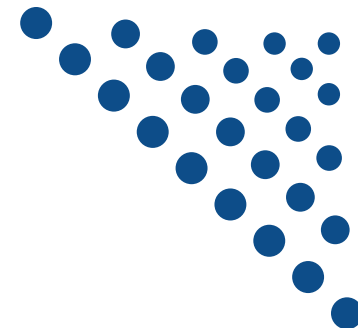




Gains from Trade

Other Sources of Gain from Trade

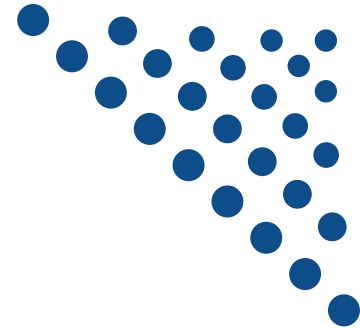




Other sources of Gain from Trade

- **Productivity** (most productive firms expand and export)
- **Returns to scale** (small countries can support larger firms)
- **Competition** (monopolies in small countries lose market power)
- **Variety** (buyers, both consumers and firms, can access more choices)
- **Supply chains** (firms can source parts from cheapest or best sources)
 - (That's really just the above, but within industries and firms.)
- **Technology** (producers get access foreign technologies)





Costs of Trade





But there are Costs

- **Economic:**

- When trade expands (or contracts)
 - Some firms lose market share or shut down
 - Other firms supplying inputs to those firms shrink or shut down
 - Workers in both lose jobs
 - And their **communities** lose customers
- Macroeconomic cost: Vulnerability to foreign recession/inflation
- Dependence on other countries' willingness to trade
- Vulnerability to trade disruption
 - Crisis induced (earthquake, flood, disease, war)
 - Policy induced (sanctions, tariffs, export bans)

- **Non-economic**

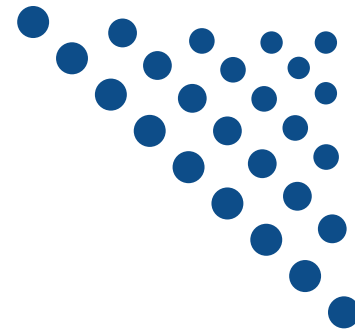
- Loss of cultural differences
- Spread of invasive species and plant disease
- Spread of human disease



Pause

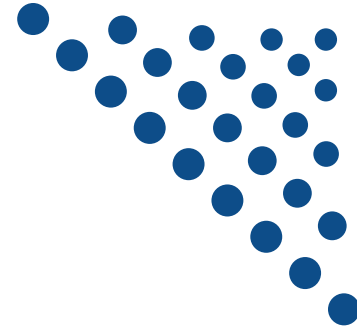
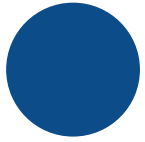
- **Pause for**
 - Questions
 - 10-Minute Break
- **Next: Trade Policies**

Trade Policies that Affect Globalization



- **Policies that Encourage It**
 - Tariff Reductions
 - Trade Agreements
 - Other
- **Policies that Discourage It**
 - Trump's Tariffs
 - Trade War

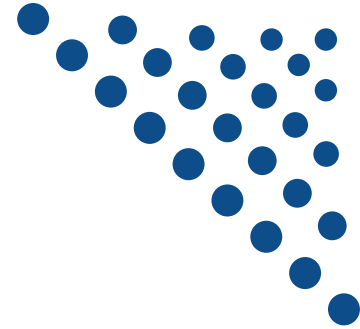




Policies that Encourage Globalization

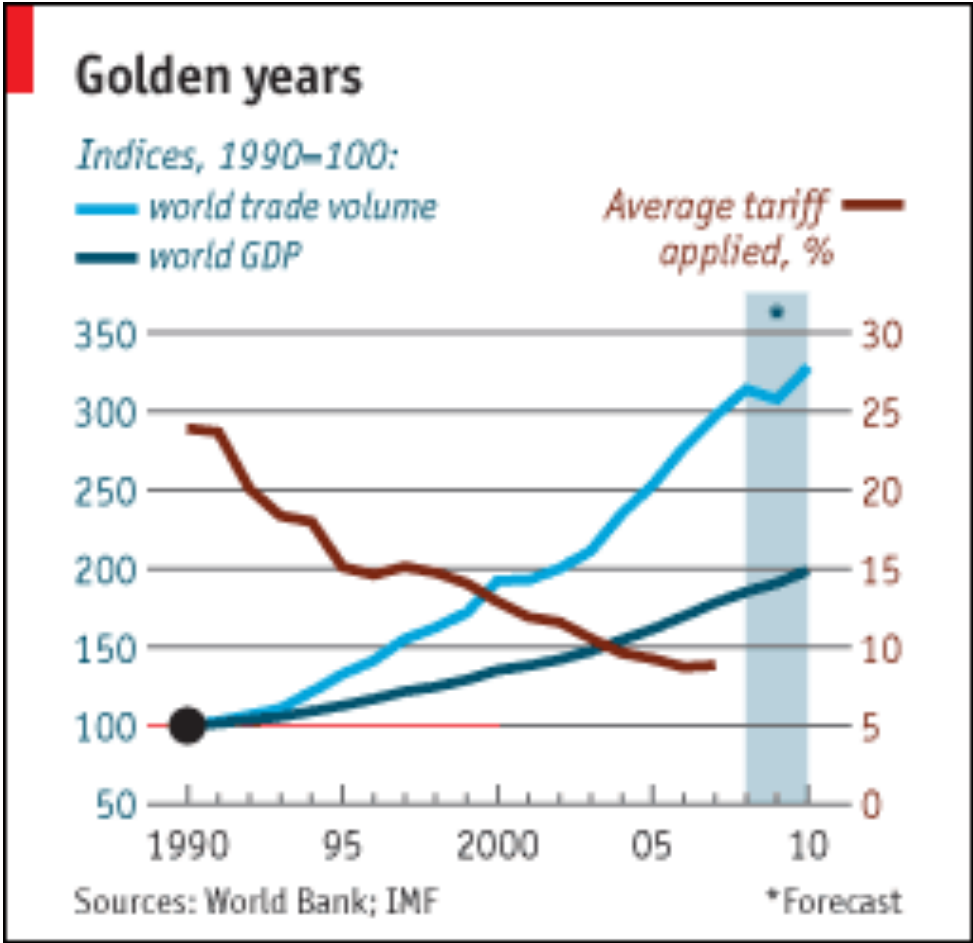


NATIONAL ECONOMIC
EDUCATION DELEGATION



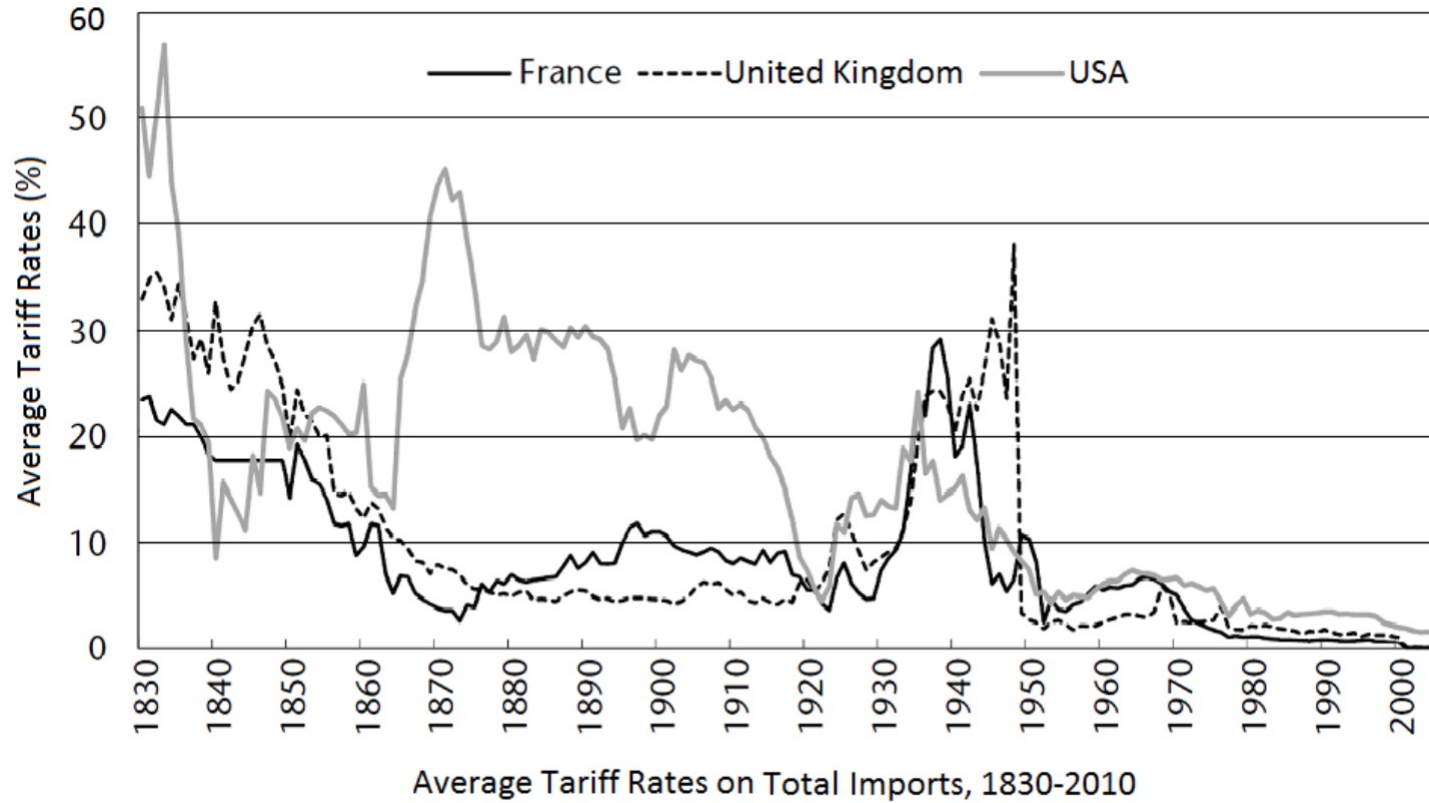
Tariff Reductions





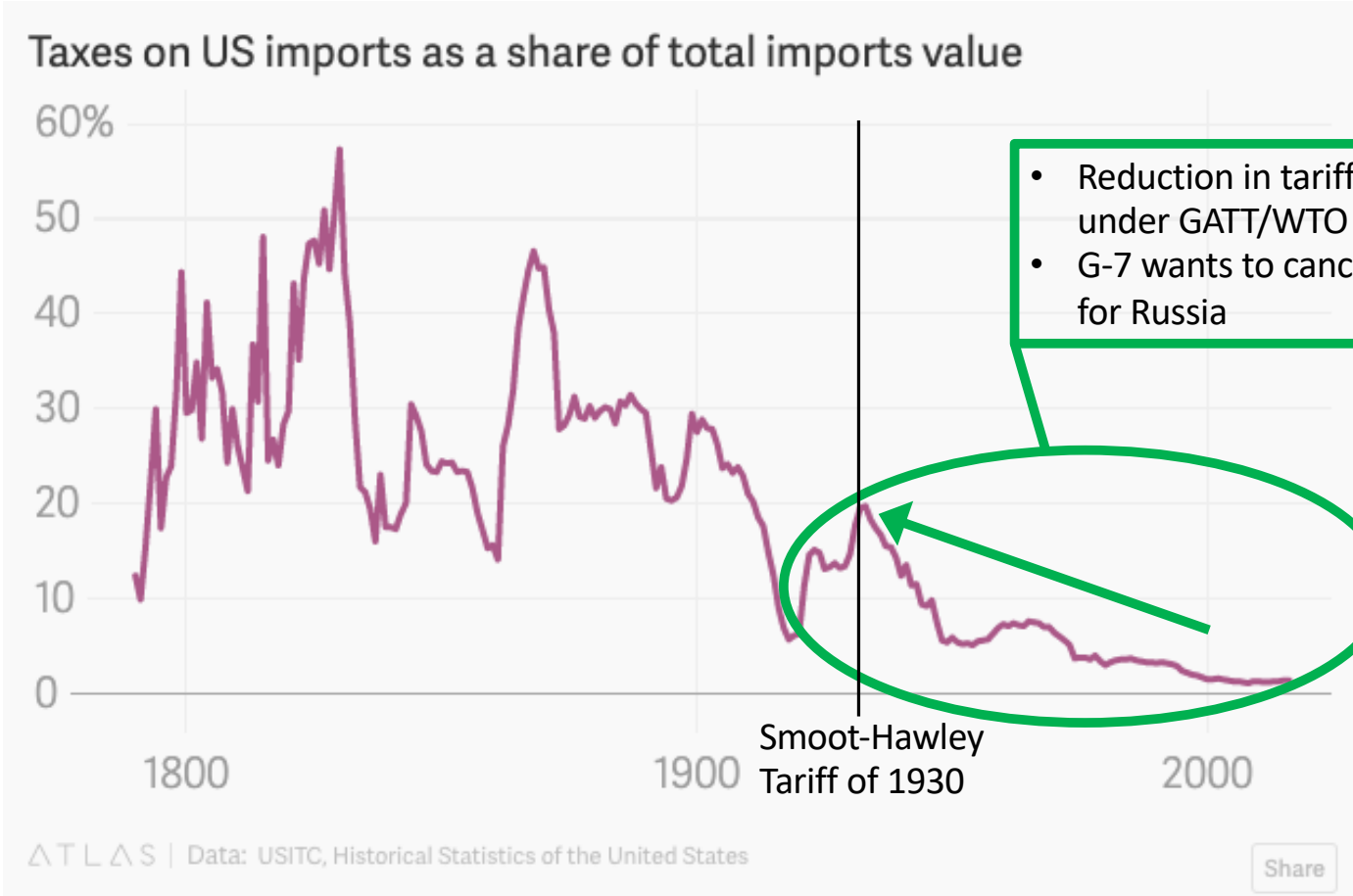
Source: Economist

Average tariff rates (France, UK, US)

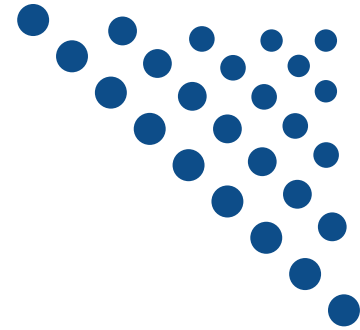


Sources: Imlah, *Economic Elements*

Source: Wikimedia Commons



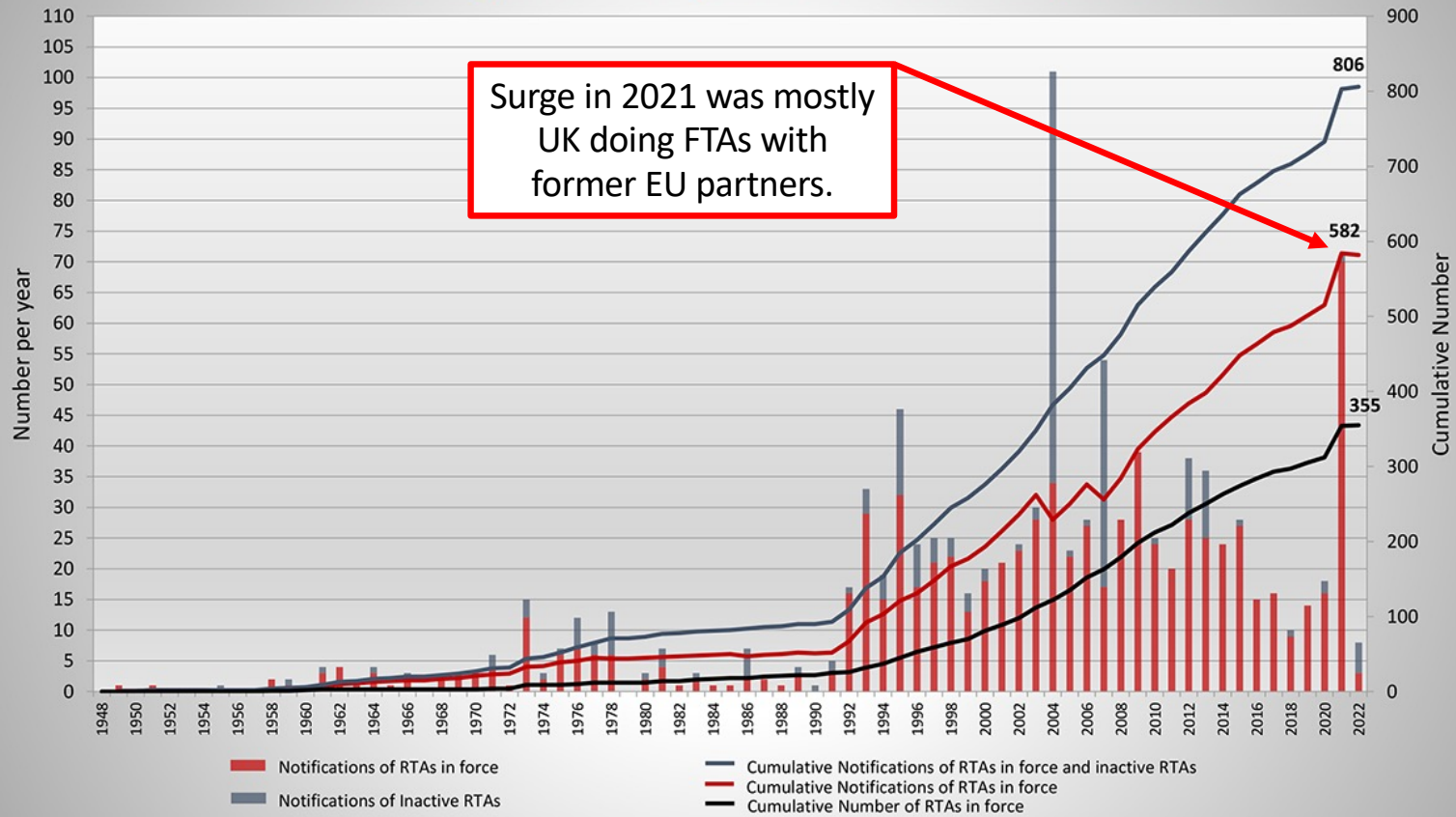
Source: Quartz 2018



Trade Agreements



Evolution of Regional Trade Agreements in the world, 1948-2022



Note: Notifications of RTAs: goods, services & accessions to an RTA are counted separately. The cumulative lines show the number of RTAs/notifications that were in force for a given year. The notifications of RTAs in force are shown by year of entry into force and the notifications of inactive RTAs are shown by inactive year.
 Source: RTA Section, WTO Secretariat, December 2022.

Source:
WTO

European Union



Source: Europa.eu

NAFTA (now USMCA)

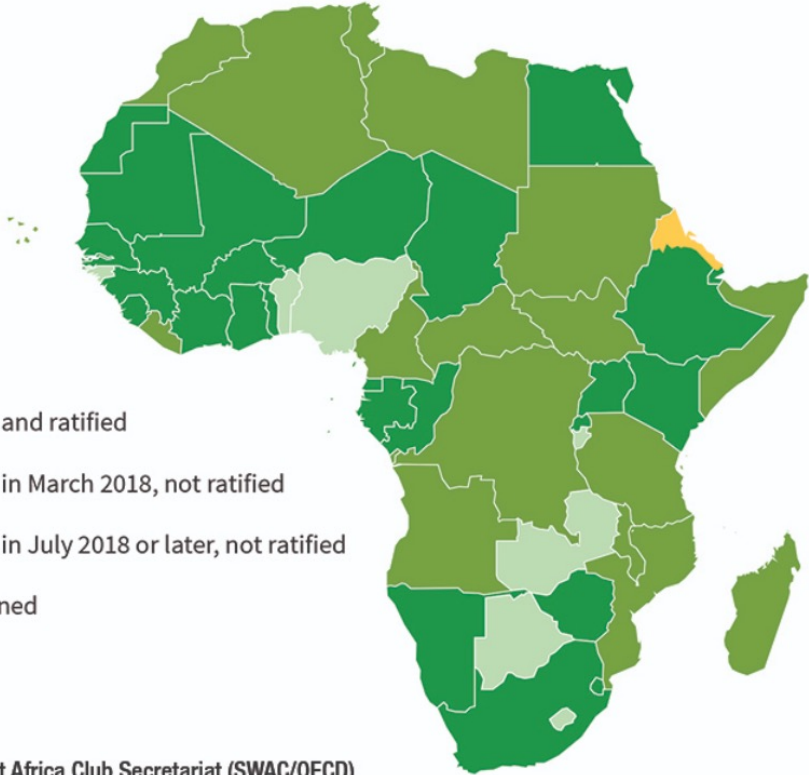


MERCOSUR



THE AFRICAN CONTINENTAL FREE TRADE AREA (AfCFTA)

AfCFTA
Largest FTA,
with 55
countries



44 ratified
as of Oct
19, 2022

CPTPP

=

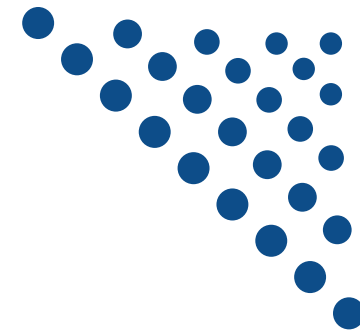
Trans-Pacific
Partnership
minus US



- Applied to join:
- China
 - Costa Rica
 - Ecuador
 - Taiwan
 - UK
 - Uruguay

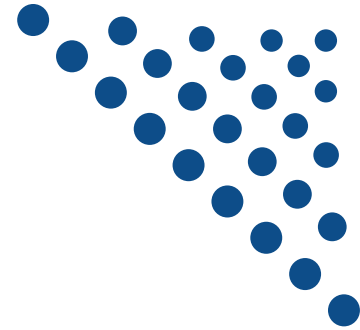
RCEP
=
**Regional
Comprehensive
Economic
Partnership**





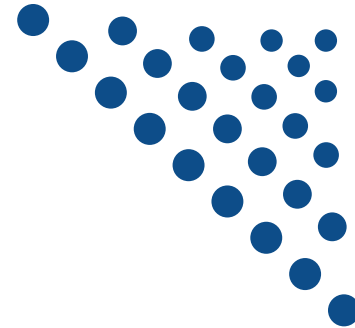
Other Policies to Encourage Globalization

- **IMF/World Bank**
 - Policy advice to open markets (the “Washington Consensus”)
 - Loans to countries conditional on
 - Reducing trade barriers
 - Permitting capital flows
- **GATT/WTO (World Trade Organization) [More on this later, if time]**
 - Negotiate reciprocal trade liberalization
 - Settlement of trade disputes (usually about interfering with trade)
- **Bilateral Investment Treaties**
 - Better treatment of multinational corporations



Policies that Discourage Globalization

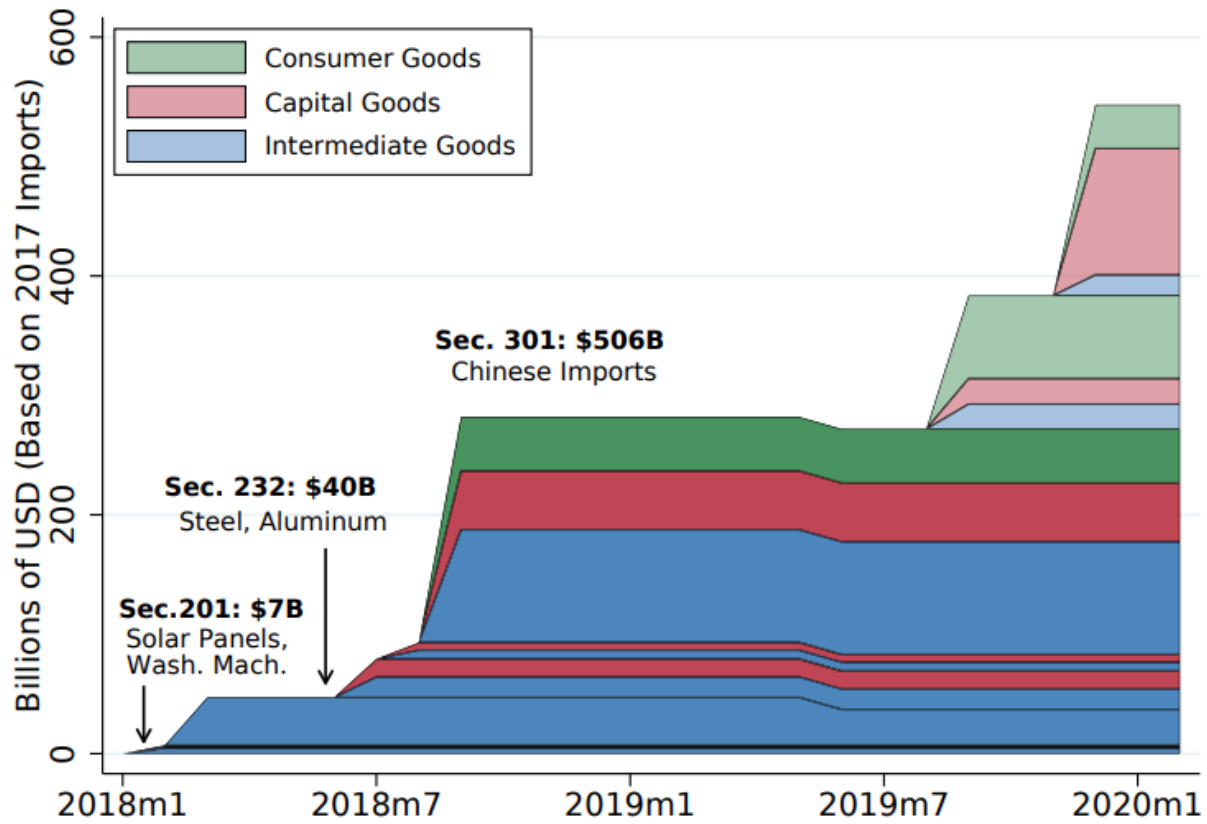




Trump's Tariffs and Trade War

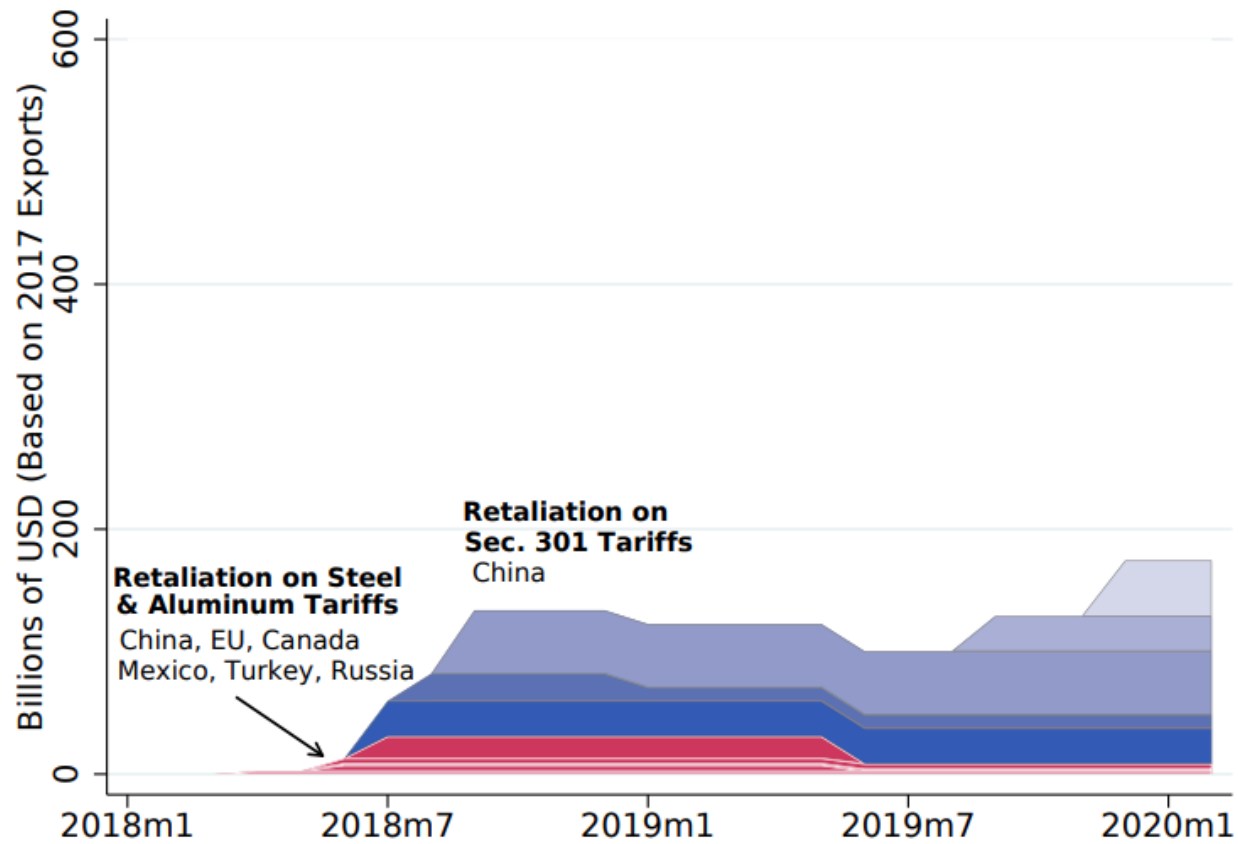


Figure B1: Composition of New U.S. Import Tariffs: 2018-2019



Source:
Flaan &
Pierce
2020

Figure 3: Timeline of Retaliatory Tariffs on U.S. Exports: 2018-2019



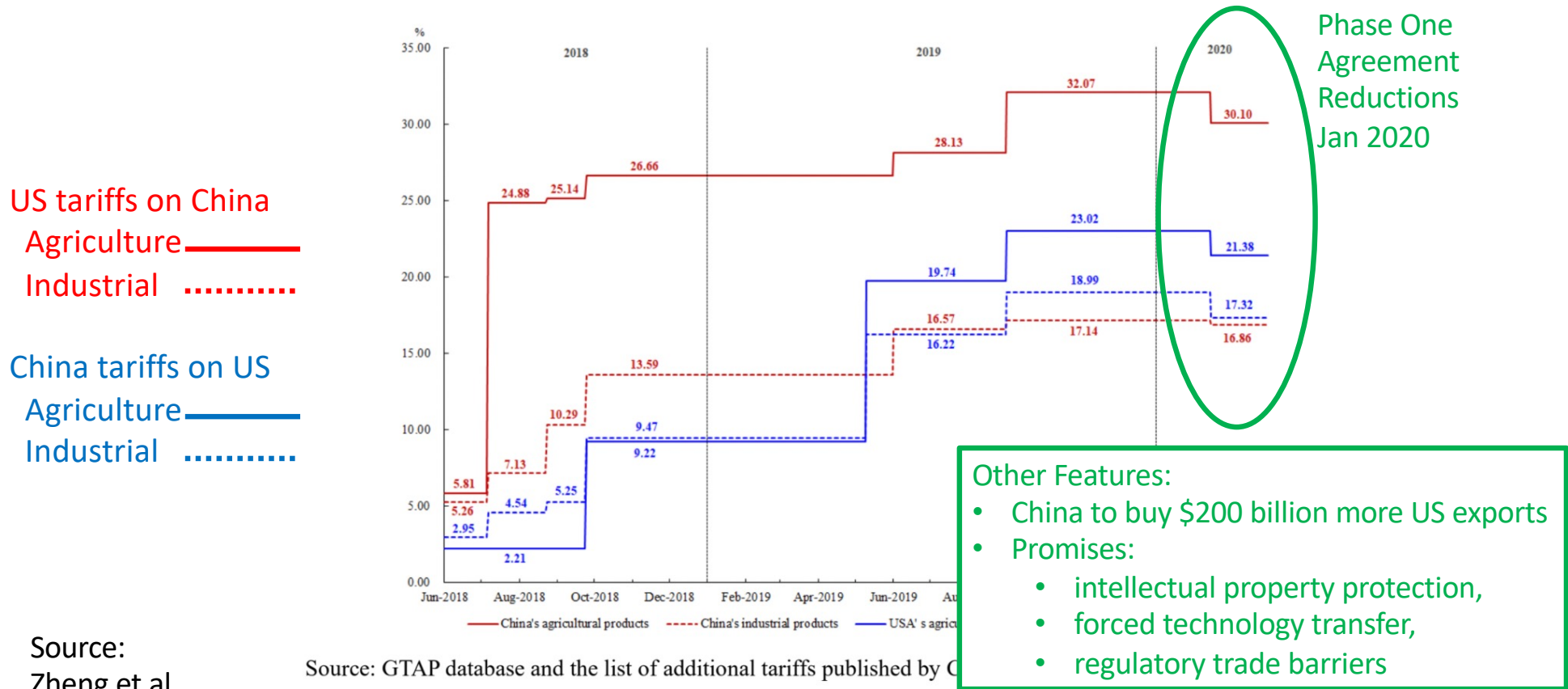
Source:
Flaan &
Pierce
2020



The first trade salvo was fired by the U.S. in early 2018, but the bilateral trade war between the U.S. and China really kicked into a higher gear in July 2018.

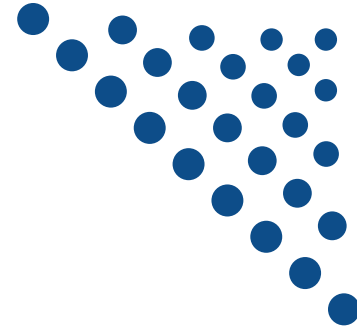
Source: CNBC.com

Figure 1. China-US bilateral import tariff increases, percentage points.



Source:
 Zheng et al.
 Oct 2021

Source: GTAP database and the list of additional tariffs published by C

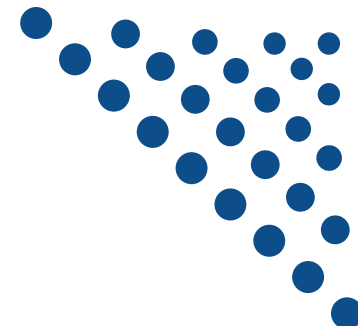


Effects of Tariffs



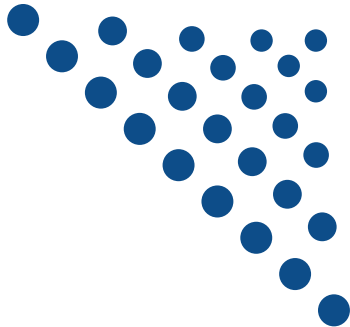
Effects of a tariff

- **A tariff is a tax on imports. It causes**
 - A rise in the price of the imported good in the importing country
 - A fall in the price of the imported good in the exporting country
 - The quantity imported to fall
 - The revenue of the tariff-levying government to rise
- **Almost always: the rise at home is much larger than the fall abroad**
 - That's especially true if importing country is small
 - But it's also true if importing country is as large as the U.S.
 - Example: Trump's tariffs caused US prices to rise, with hardly any perceptible fall in prices abroad.



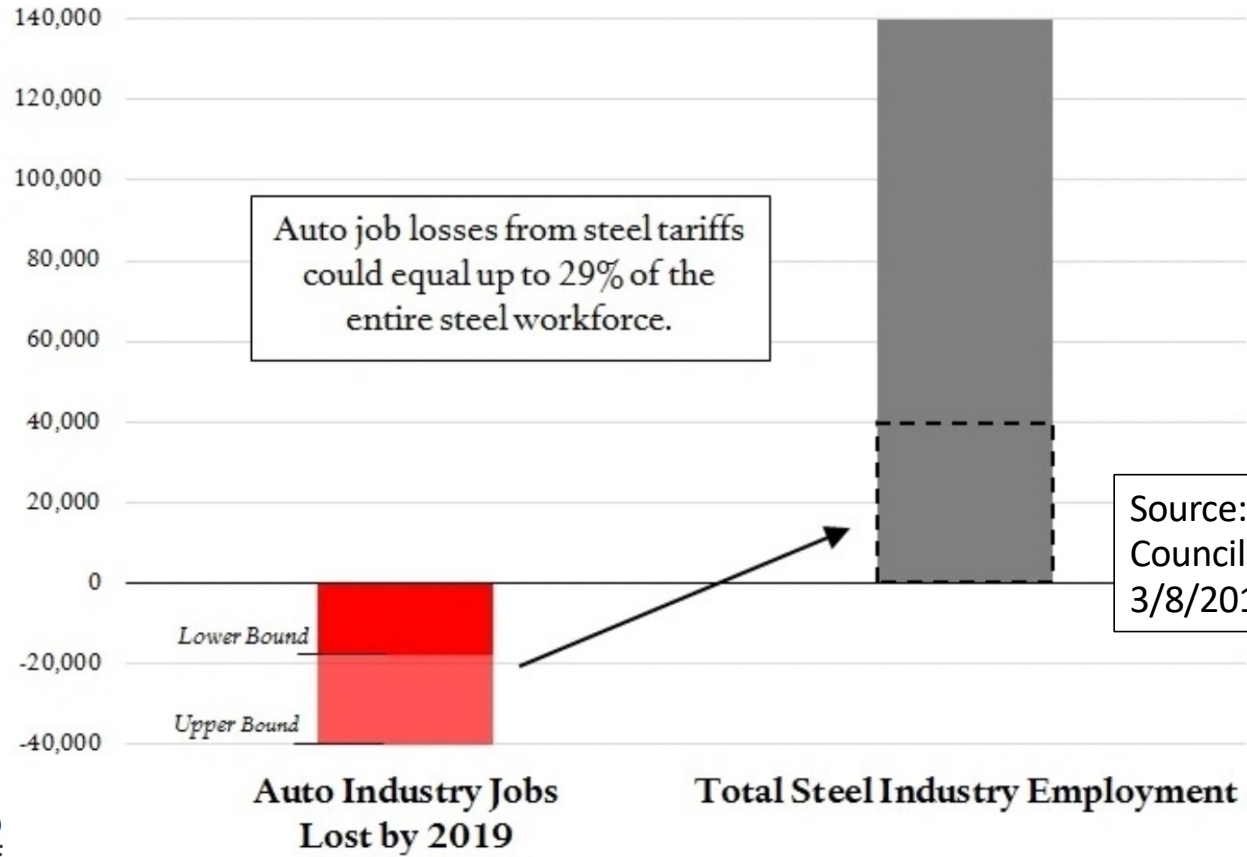
Effects of a tariff

- **The rise in price in the importing country causes**
 - A rise in price of competing goods produced there
 - Benefits to those producers
 - Harm to buyers of both the import and the competing goods
 - Including producers that use the higher-priced goods as inputs
 - Their prices also rise, hurting their buyers
 - Employment changes:
 - Increase in the protected industry
 - Decrease in industries that use the protected product as inputs
 - Example: Trump's 25% tariff on steel
 - Helped US steel firms and their workers
 - Hurt US auto firms and workers
 - and many other industries that use steel



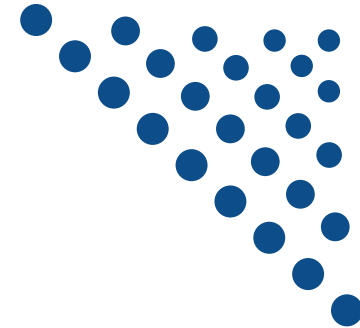
Effects of a tariff

U.S. Auto Jobs Jeopardized by Trump's Steel Tariffs



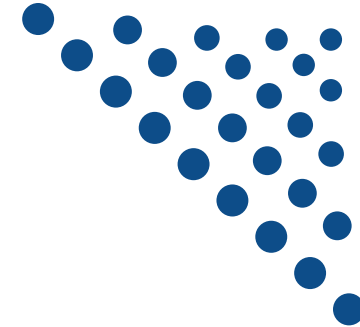
Source: Steil & Rocca, Council on Foreign Relations, 3/8/2018

Effects of a tariff



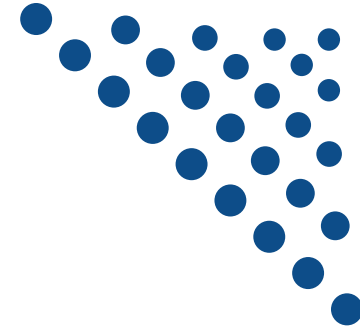
- “Nationally, steel and aluminum tariffs resulted in at least 75,000 job losses in metal-using industries by the end of last year [2019],
 - according to an analysis by Lydia Cox, a Ph.D. candidate in economics at Harvard University, and Kadee Russ, an economics professor at the University of California, Davis.”

Effects of a tariff

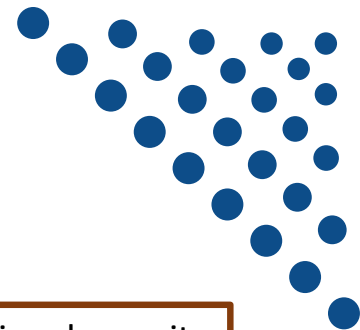


- **If the tariff is on exports from only one country (e.g, China)**
 - Buyers shift to imports from other, more costly, countries (e.g., Vietnam)
 - Sellers shift to export to other countries that pay less
 - Both lose a little

Arguments for and against tariffs



- **If economists are so opposed to tariffs, why are they used?**
- **Arguments for protection**
 - Many have been used, both past and present
 - Some are potentially valid, but better policies exist
 - See the list in my Glossary of International Economics

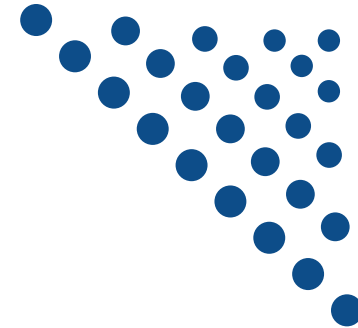


Arguments for tariffs



Source: Deardorff's *Glossary of International Economics*

Arguments against tariffs



- **Arguments against tariffs**

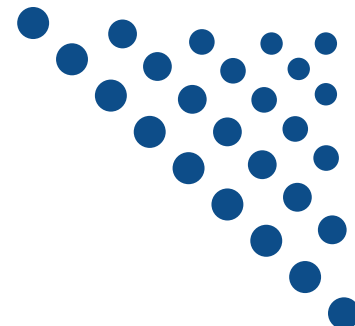
- Economic gains from trade (see above)
- Tariffs prompt retaliation
- Some valid arguments for tariffs depend on information that is either
 - Unavailable, or
 - Available only from the protected industry
- Even when net beneficial, tariffs are politically hard to remove
- **Lower tariffs and greater trade reduce the likelihood of war**





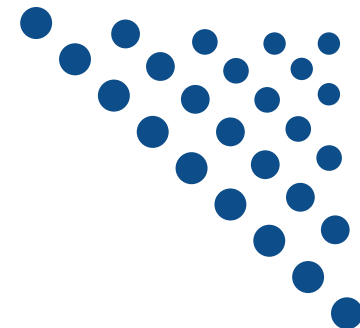
The Role of Trade Agreements

- **Countries have negotiated trade agreements throughout history**
 - At least back to the 1500's between the Ottoman Empire and the powers of Europe
 - The first “free trade agreement” (FTA) was between Britain and France in 1860, soon followed by many more
 - Removed tariffs on trade with each other
 - US used “reciprocal trade agreements” starting in 1934 to reduce tariffs and dig out of the Great Depression
 - US led negotiation of multilateral agreements via
 - GATT (General Agreement on Tariffs and Trade) 1948
 - WTO (World Trade Organization) 1995



The Role of Trade Agreements

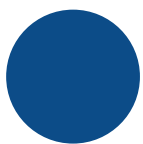
- **Trade Agreements (both WTO & FTAs)**
 - Promote trade by
 - Reducing tariffs
 - Blocking policies that discriminate against imports
 - But they also do much else, mostly to serve business interests:
 - Permit anti-dumping duties to deter competition
 - Protect intellectual property (patents, etc.)
 - Allow investor action against governments

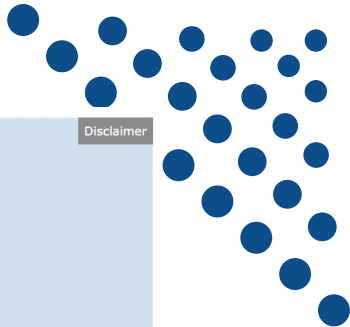


The Role of Trade Agreements

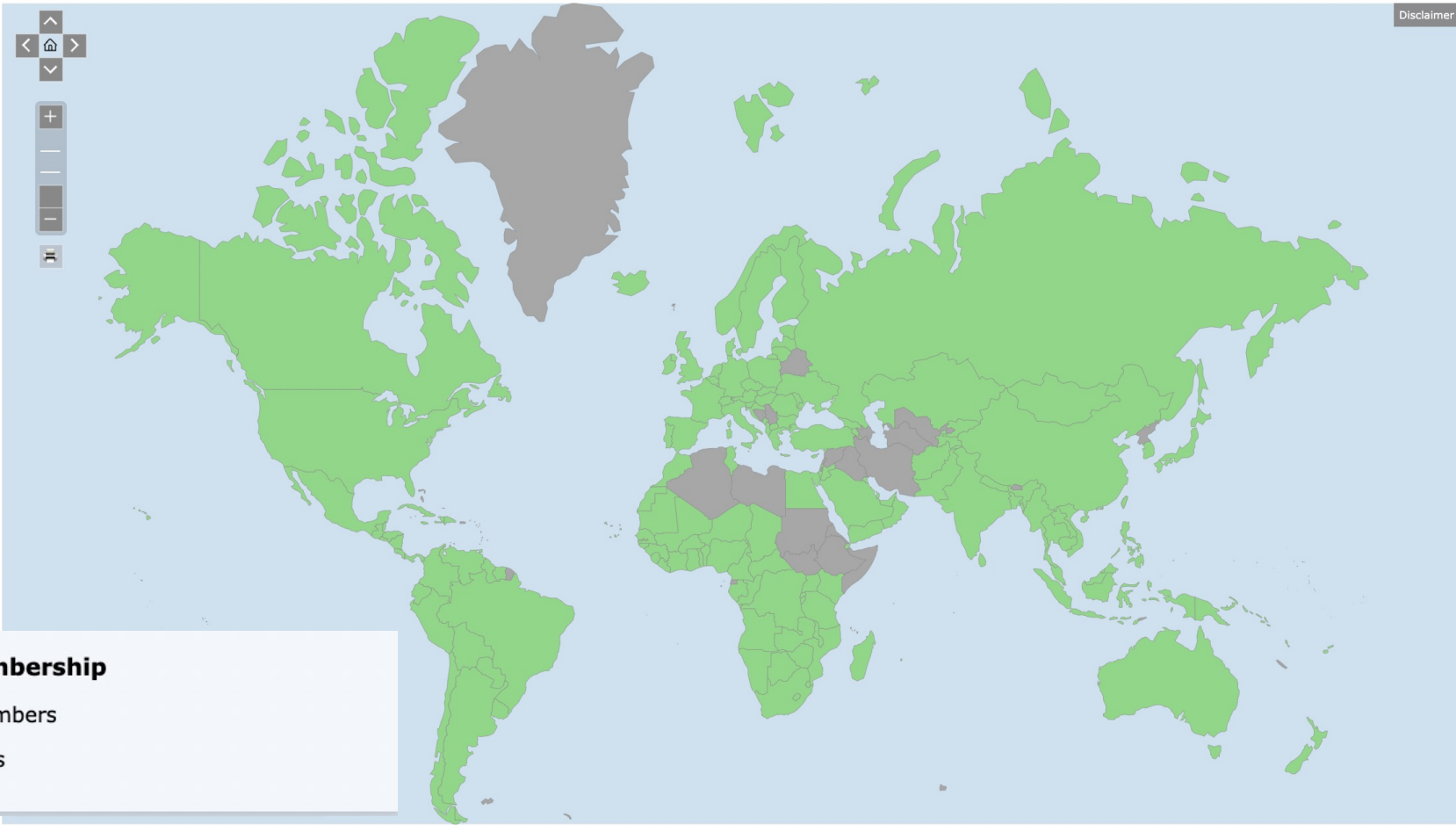
- **WTO**

- 164 member countries
- Includes
 - China since 2001
 - Russia since 2012
 - Not Iran, N. Korea
- Headquarters Geneva, Switzerland



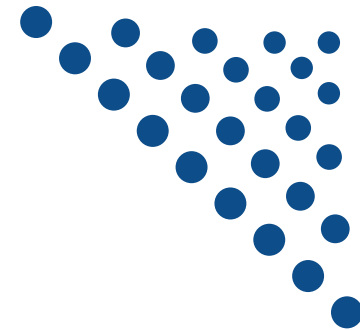


Disclaimer



WTO membership

- Non members
- Members



The Role of Trade Agreements

- **The WTO has**

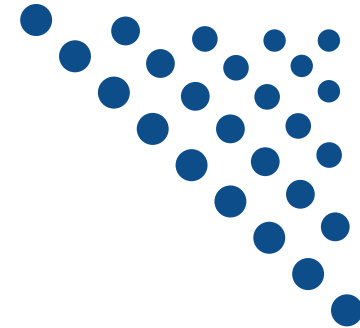
- Three Parts:

1. GATT (Still exists, as largest part of WTO)
 - limits tariffs
 - Permits exceptions (anti-dumping, etc.)
2. GATS = General Agreement on Trade in Services
3. TRIPs Agreement = Trade Related aspects of Intellectual Property Rights

- Two Basic Principles

1. Most Favored Nation (Don't discriminate among exporters)
2. National Treatment (Don't discriminate against imports)

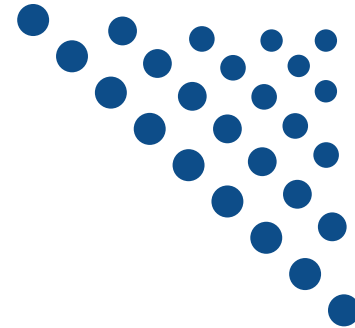
The Role of Trade Agreements



- **The WTO's Main Functions**

- Negotiation of reduced trade barriers
 - Tariffs (GATT did this well; WTO has not)
 - Removal of other barriers
- Dispute settlement
 - Countries bring cases against others
 - WTO “panels” and “Appellate Body” decide

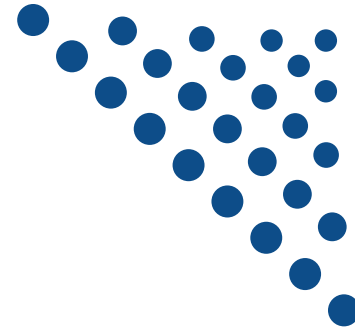
The Role of Trade Agreements



• WTO Negotiation

- Ministerial Meetings
 - Held every ~2 years 1996-2017
 - Most recent, #12, was delayed,
 - But happened June 12-17, 2022, in Geneva
 - Didn't do much: Ended subsidies to illegal fishing
 - Next, #13, will be in 2024, in United Arab Emirates

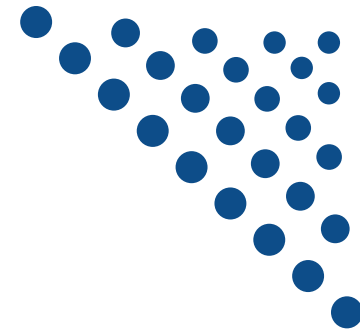
The Role of Trade Agreements



• WTO Negotiation

- Agreements

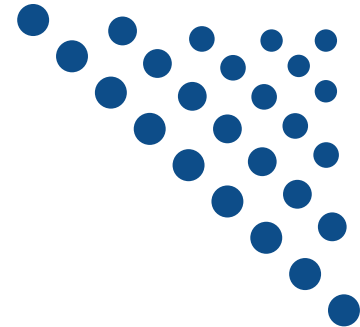
- Multilateral (all members)
 - None on tariffs
 - A few on other measures (e.g., export subsidies in agriculture)
- Plurilateral (willing members)
 - Government procurement
 - Information technology
 - Telecoms
 - Financial services



The Role of Trade Agreements

• WTO Dispute Settlement

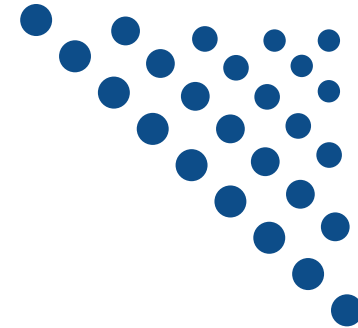
- There have been 616 cases initiated since 1995 (as of 4/23/23)
- About 90% have been decided in favor of the complainant, both by US (132) and against US (168)
- The mechanism has been unable to decide cases since December 10, 2019 when
 - President Trump blocked appointments to Appellate Body
 - President Biden has not changed this



Globalization's Future?



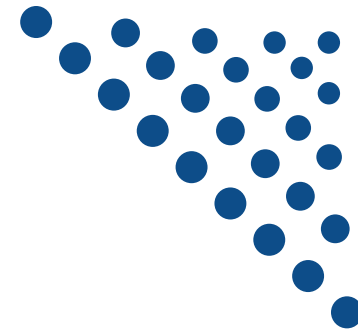
Globalization's Future?



- **Will trade, travel, etc. come back?**
 - Yes, but never resume the pre-2008 growth
 - They've been hit hard by financial crisis, trade war, pandemic, and now war
- **Will attitudes change?**
 - Yes.
 - Firm's will try to limit exposure ("just in case" instead of "just in time")
 - Consumers may learn to live differently
 - Reported July 20: Biden administration wants "friend-shoring." No mention yet of policies.
- **Will economists' views of globalization change?**
 - I think so.
 - We still think globalization is good overall,
 - But we're learning that it needs to include
 - Reduced reliance on single sources
 - Greater protections for those who are hurt.



Next Week

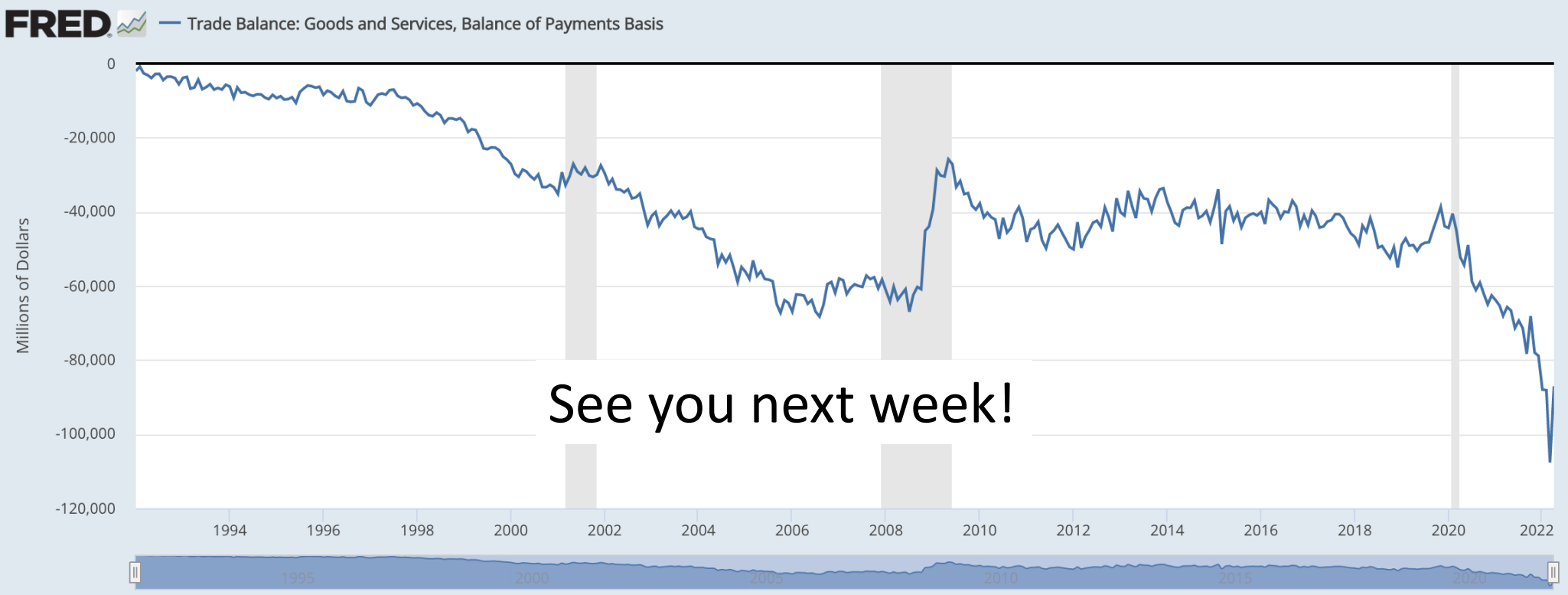


Trade Deficits and Exchange Rates

Speaker: Me



Trade Deficits and Exchange Rates



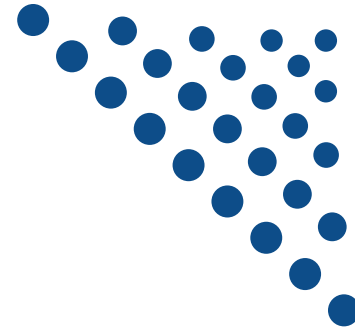
Shaded areas indicate U.S. recessions.

Sources: U.S. Census Bureau; U.S. Bureau of Economic Analysis

fred.stlouisfed.org

Thank you!

Any Questions?



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alandear@umich.edu

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